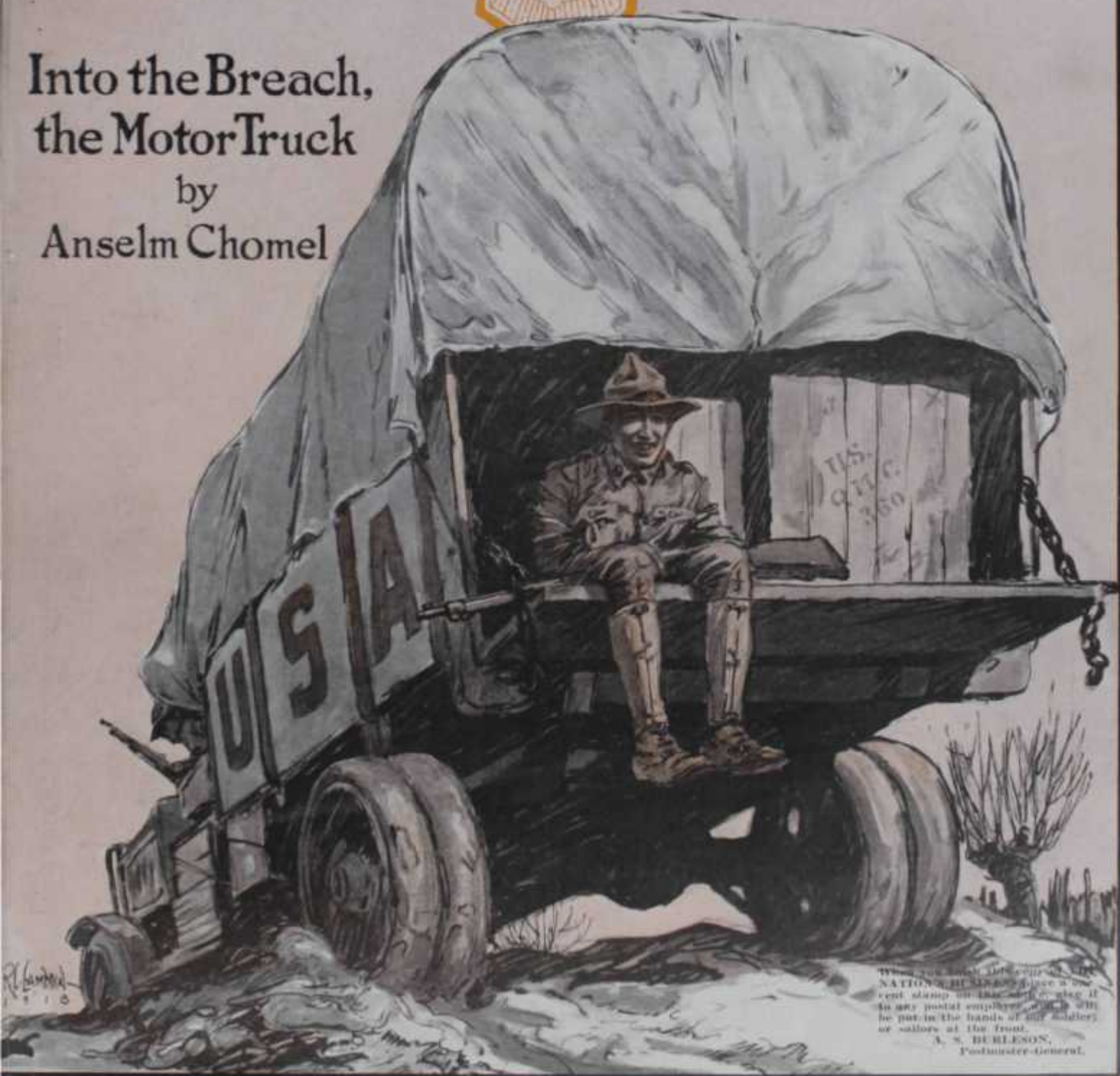


March

1918

THE NATION'S BUSINESS

Into the Breach,
the Motor Truck
by
Anselm Chomel



When you reach this copy of THE NATION'S BUSINESS place a one-cent stamp on this card or else if in any postal country, it will be put in the hands of our soldiers or sailors at the front.

A. S. HURLESON,
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Factories spring up overnight



Where are the houses to
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War-time operations have necessitated the shifting of labor. Thousands of men are needed at the shipyards, munition plants and other factories doing war work. Housing must be provided to obtain and keep these men. And this must be done immediately if labor is to be properly taken care of and war work carried on at top speed. Skilled labor demands and must have good homes to live in. Better work is secured. Labor immigrates where it is best treated.

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These homes are factory built, in quantities that make possible low cost, ease of erection and quick delivery. We can ship them either in sections or in pieces, cut

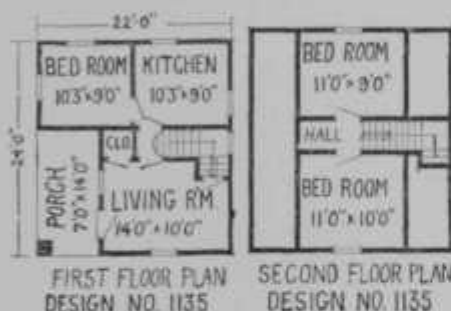
to fit. Every house is a permanent home.

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Made of heavy interlocking rods of No. 6 steel wire, and supported by high carbon steel U-bar posts of generous section and weight, Anchor Post Factory Fences have such a long period of life that the first fence of this type (erected over ten years ago), is still in as serviceable condition as the day it was put up.

Anchor Post Fences have been approved and adopted by hundreds of Industrial Corporations, including the greatest for the protection of their workmen and their plants.

Our Catalog and service of our Engineers are at your immediate command. A line from you will bring prompt action.

ANCHOR POST IRON WORKS

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 Anchor Post Fences

A Personal Note to the Reader

A GOOD friend of ours dropped in to see us the other day and said: "Well, what's coming up in your March number?"

"Some mighty important stuff," I replied. "There isn't anything of much more importance to business executives at this time than this War Service Committee idea. It has tremendous possibilities—it provides for more effective action in the prosecution of the war and at the same time protects every industry from injustice and unnecessary sacrifices.

"It is something that every executive must understand thoroughly. Consequently, we covered the plan in detail in February. But that wasn't enough. Business men are as much interested in the way it works as in the theory of it—probably more so, and our article this month will be just that very thing: a description of the way the plan has worked and is working for one of our biggest industries—the manufacture of agricultural implements—told by its chairman, C. S. Brantingham, President of the Emerson-Brantingham Company. For practical value this is one of the best bits of service we've yet given our readers.

(We published the names of the first committees last month and promised to publish others this month. So many have been organized, however, some one hundred, that space forbids. Instead we have prepared a pamphlet containing this information which will be sent to any reader requesting it.)

THEN we've got a study of land transportation that shows conclusively the necessity of the motor truck to American business during this crisis. Doesn't need to be shown? You bet your life it does. There are any number of business men who ought to have trucks and haven't got them because of the mistaken idea that costs are prohibitive. How do I know? There is a file of correspondence over there with three hundred manufacturers. And a lot of people are simply dodging the problem because they think it will solve itself in a little while or because they think their business is going to be shot to pieces, anyhow, so what's the use? This is all wrong, as you very well know. This story of ours shows why. It was prepared after two months of investigation among truck users, truck manufacturers, transportation experts and government officers who know what is likely to happen to our transportation system during the next twelve months.

(And I'm going to follow it up in April with two articles, closely connected with motor-trucking, terminal congestion, and a highway story that is a highway story.)

THEN there will be the fourth and last of the series of articles about foreign trade that Mr. Culbertson of the United States Tariff Board has written for us. Rattling the bones of "The Skeleton in Our Foreign Trade Closet" has brought us some big tributes from big men. J. L. Kendall, President of the Kendall Lumber Company, for instance, wrote only a few days ago that "it is altogether the clearest exposition of the trade conditions abroad that I have ever read." And I think he's right, if I do say it myself.

THEN there's a story about Tiffin, Ohio, that has some great stuff in it. We pay a good deal of attention to the small cities and towns in our country. We probably have had an unconscious feeling that while the country could get along without the big cities it would have pretty tough sledding without the towns. Many stories have come to us of the part the small cities are playing in the war game. From several sources we heard of an unusual organization of a county and accordingly a member of the staff went out to Tiffin, Ohio, found the reports true and reproduces here "How Tiffin Goes to War," in order that other cities and towns may, perhaps, find something in the plan to adapt or possibly adopt.

(You know, we're marvelously well situated for getting the big news. Aside from our connection with the Chamber of Commerce of the United States, it is an incalculable advantage to be located in Washington during this trouble. Whoever may have run this country in by-gone days, the government is running it now. There is no other source of information that can be depended upon.)

GETTING down to real fundamentals, the 1918 food crop in the United States is the most important thing in the world to-day. Nothing else stands between us and defeat—and a world famine. You haven't forgotten Lord Rhonda's telegram to Hoover, I guess. Well, Archer Wall Douglas has six hundred experts in the field constantly from one year's end to the next. They cover the whole country, observing conditions as they are and reporting weekly to Mr. Douglas on conditions as they find them. They have no object in view but to be as accurate as possible. The result is that Mr. Douglas, who has been doing this work for more than twenty years, has a better knowledge of actual conditions in this country than any other one man. There will be a report from Mr. Douglas, with map chart, in the March number as usual. If this early report on food prospects is of any interest to you, get this article and read it.

(A lot of people have asked us who Mr. Douglas is. We've promised him not to tell, but I'll say this much: He's the Vice-President of one of the greatest corporations in America, a company that is known by its products in every country on earth. If there is a hard-headed business man anywhere who bases his plans on nothing but the bed rock of proved facts, he is that one.)

FROM our open window we could almost toss a stone into the Red Cross camp which we have seen grow so marvelously during the past months. We have felt for some time that this institution, treated as a business organization, would be peculiarly interesting to our readers. We are fortunate in presenting this industrial miracle from the point of view of a former president of the United States.

"Just behind the Red Cross Building is the Food Administration where a finger is kept on the pulse of the food situation in every corner of the world. Mr. Walcott who was in Poland for the Administration tells in a graphic way of the industrial crimes committed by the Huns in that land of misery.

"Speaking of food, Mr. Woolley of the War Trade Board writes of our third line of defense. This in itself is important to business men but there is another significance. To procure sentries for our sea gates the board called upon existing business bodies when it faced the instant necessity of an immense organization.

(Between acts: If there is any doubt on your part that our toga-wearers on Capitol Hill are anything but human read our regular department 'Our Congressional Record.' Here you'll find a give and take discussion that covers everything from autocracy and autonomy to the weather, whiskers and shirts for the Seminole Indians. About the same conversation you would hear in a street car or hotel lobby.)

AS a foil to 'Our Congressional Record,' there is regularly the full—yet concise—report of Congressional contacts with the business man. It's especially meaty this month.

"Another thing—you will find a new department this month in the 'Government Book Stall.' Innumerable government publications of great value to business men have been wasting their fragrance on the desert air and here is an effort to extend their usefulness. We believe this new department will meet with as much favor as the 'White List of Business Books' so intelligently conducted by Mr. Dana.

"It's going to be a good number in my opinion, and I want you to drop me a line when you've gone over it and tell me what you think about it."

(He said he would. I hope you will also.)

THE EDITOR.

MERLE THORPE
Editor

THE NATION'S BUSINESS
A Service for Business Men

F. R. TISDALE
Managing Editor

Published Monthly by the Chamber of Commerce of the United States

As the official magazine of the National Chamber, this publication carries authoritative notices and articles in regard to the activities of the Chamber, its Board of Directors and Committees. But in all other respects, the Chamber is not responsible for the contents of the articles or for the opinions to which expression is given.

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(*) Prof. Edward C. Jones, University of Michigan, Ann Arbor, Mich.



Barrett Specification Roofs with tile surface
in Atlantic Building, New York City, being
used as a drill ground.
Architect—Franklin & Morgan, New
York.
General Contractor—Hess, Kittle & Son,
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Roofing Contractor—T. A. Co. Construction
Co., New York.

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A Severe Test—A tile-surface Barrett Specification Roof being used as a Drill-Ground

Hundreds of marching feet—a regiment in action with a roof for its drill-ground—that's what you see above.

You couldn't use a roof much more severely than this.

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Barrett Specification Roofs contain a larger amount of waterproofing and protective materials than any other roof-covering.

That is why they give such wonderful service.

And not only do they give longer service than any other type, but they cost less per year of service.

If you want this kind of a roof on your building, the way to make

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"The roof shall be laid according to The Barrett Specification dated May 1, 1916, and the roofing contractor shall secure for me (or us) the 20-Year Guaranty Bond therein mentioned."

Only competent roofers can obtain the Bond, and the roof is constructed under the supervision of a Barrett inspector, who sees that the Specification is strictly followed.

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We now offer a 20-Year Surety Bond Guaranty on all Barrett Specification Roofs of fifty squares and over in all towns of 25,000 and over, and in smaller towns where our Inspection Service is available.

Our only requirements are that The Barrett Specification of May 1, 1916, shall be strictly followed, and that the roofing contractor shall be approved by us.

Barrett Specification Waterproofing

The foundation of this huge structure is also kept dry with a great seal consisting of alternate layers of Specification Pitch and Felt. This is the standard type of waterproofing for all important underground construction.

Below is the Bond that guarantees your roof for 20 years.



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THE NATION'S BUSINESS

A Magazine for Business Men

VOLUME 6, NUMBER 3

WASHINGTON, MARCH, 1918

Economic Sins Come Home to Roost *AN EDITORIAL*

POWER,—the dumb energy which drives machines, causes bodies of metal to replace much of the man-power wasted in war, and even more magically reduces prices while it raises wages,—is the driving force of war and will be the great desideratum of all nations in the period which follows its close. In those days command of power and its efficient utilization, will determine success; possession of the sources of power will in many ways be more advantageous than control of financial power, and dominion over both will afford an opportunity for international leadership in industry and commerce.

Power is not going unnoticed. Having difficulties in obtaining coal with the Germans occupying much of the coal fields, France has turned to her water powers. Experiencing difficulty in getting coal from overseas and possessing none at home, Italy has followed France's example.

As news seems to travel readily across battle lines, Austria has been looking into her situation and has instituted a programme for the development of electricity and the use of water power; she has discovered that but eight per cent of the 3,000,000 horse power available in its Alpine lands has been developed. Germany has utilized at least a quarter of her water power, and is apparently going in for generation of electricity at central points and wide distribution.

England, too, has now taken up the question of power. On December 24 its official committee on conservation of coal came forward with a plan which contemplates use of electric power in all British industries. For generation of this power the committee proposes construction of sixteen "super-central" power stations, to which coal would come directly from the mines and from which transmission lines would carry the energy to all parts of the district served by each station. This scheme of national electrification, according to the committee, would save fifty-five million out of eighty million tons of coal now used in the United Kingdom for production of power in something like six hundred small plants. In dollars and cents the committee thinks its scheme would save \$500,000,000 a year, and would have important aesthetic results, since smoke would vanish from cities and unseemly coal cars would disappear from most of the railway lines.

COAL is the source of England's power, and of our own. However important water powers may become in the United States, there is no present prospect of coal being superseded.

Use of coal has been a measure of our material development. Coal was being mined near Richmond when the Constitution was adopted. Philadelphia learned to use anthracite when the British blockade of the Chesapeake in 1812 cut off the supply of this Virginia "sea" coal. Yet, of the 12,000,000,000 tons of coal that have been taken from our mines, at least eighty per cent have been produced and used since 1890,—i. e., in the era of our great industrial achievements.

Coal is a material needed, directly or indirectly, for at least seventy per cent of the manufacturing capacity of the country. Coal occupies our railway facilities more than any other article, by weight amounting to thirty-five per cent of all traffic, or three times the weight of agricultural products. Coal is about as essential to our industrial life as oxygen for maintenance of animal life,—and for the same reason, because it is the fuel.

Coal may have become a commonplace with us. At any rate, it was certainly cheap, it was usually supplied in abundance, and most of us had a recollection that something like 99 per cent

of our original endowment of coal remained in the ground. The mines which were open and equipped with machinery and labor had a capacity beyond the chance of our immediate use. For transporting the products of the mines the railways had well over 900,000 coal cars, which at one loading would carry more than 42,000,000 tons.

Coal remained a commonplace until last winter. Even so, the average price of bituminous, at the mine, for 1916 was only \$1.32 a ton, or 21 cents more than the low price of 1911. Before the winter was out, however, coal had taken a place of recognized importance in the estimation of most American citizens, and it became a center for various events. The Federal Trade Commission, for example, had been considering anthracite coal, and undertook to look into the situation with respect to bituminous; it subsequently recommended in effect that the output of all mines should be distributed through one agency, controlled by the government.

Through the spring of 1917 the production of bituminous coal exceeded the outturn in the corresponding months of 1916. In June, however, production showed a decreasing rate. On June 30 the mine price in the open market for Pennsylvania run-of-mine was \$5. By agreement this price was to be reduced to \$3 on July 1, and corresponding adjustments made in the price of other coals. This plan was upset by the Chairman of the Council of National Defense.

Things thereupon went from bad to worse during the part of the year when reserves should have been accumulated at the plants of users of coal. In the week of August 13 production reached its lowest point in a year. On August 21 the President acted under a new law of August 10 and fixed the price at \$2 for the grade of coal already mentioned. Immediately afterward the United States Fuel Administrator was appointed. By the end of October the President had put the price back to \$2.45.

AN unexpected climax came on January 16. Most industrial uses of coal were forbidden by the Federal Fuel Administrator on the five days following, and on a series of succeeding Mondays. The order applied to the country east of the Mississippi river, and involved over 85 per cent of the steam plants of the whole United States used for manufacturing. There was no advance notice of such an order, and no opportunity to make preparation.

Regarding the legality and the propriety of the order there were all manner of opinions. There was not even unanimity about the cause of the order or the purpose it was intended to accomplish. Nevertheless, democracy gave the lie to its professional detractors and proved that in time of war it can act without stopping to ask questions.

As a demonstration of national morale the occasion was a magnificent success. In other ways the results vary with the person who describes them.

Uncertainties of interpretation in an order which was effective before many persons could read the text led to confusion and gave Washington its heaviest telegraphic traffic since war was declared. If anyone lacked an understanding of the place of coal in our modern world, or did not realize the complex and manifold nature of our industrial life, he has been subjected to a violent education. Even as householders, the inhabitants of the eastern part of the country have had their unpleasant experiences. Understanding that curtailment of industrial use would release coal for domestic use, they may wonder that an English collier from Newcastle offered coal for sale to the citizens of New England.

The cure for a situation depends upon the cause. But diagnosis of the two greatest businesses of a great country, especially when they have both been complicated through inextricable interrelations, is not to be accomplished in any off-hand manner. Coal mining as a business may have got upon an unsound basis, of which present troubles are the result. The fault may lie with the railways, and even deeper than the railways, in the policies we had developed in dealing with the railways. Perhaps it is the law under which distribution of coal is being controlled, or the administrations of the law. Wherever the fault may be, no patent remedy will suffice.

Errors or inefficiency on the part of individuals and economic sins in policy should now get rigorous dealing without fear or favor. The present has a right to this; the future demands it.

Into the Breach, the Motor Truck

Once a Luxury, the Automobile Entered the War, Saved Paris, Supplied Armies, and Now Attacks Our Transportation Riddle

By ANSELM CHOMEL

I WAS looking for the silver lining to the crisis in transportation. The question, "Where is it to be found?" brought this answer from a man working at the problem of how to move the freight of the country: "If I were a shipper, I should be looking for means of transportation to supplement the railroads. I should be seriously considering the use which may be made of the highways of the country. Some of those who rely entirely on the railroads may find themselves in the plight of the boy who waited for the apple core."

It is plain that we must lighten the load of the railroads, divide it between them and some other carrier, or face perhaps greater hardships in the coming months. There are those who believe that the crest of the demand upon the railroads has not yet been reached.

The railroads had a plan. Weeks ago, they said, in effect, to the Government: "It is hard for us to carry both the essentials and the non-essentials." Then they drew up a list of some 500 or so articles which they considered unnecessary to the comfort and happiness of the American people and proposed that the Government permit them to refuse to haul those commodities.

Unless another agency were found to transport these commodities, such an embargo would open the door to a thousand new difficulties. It would be saying to industries right and left, you are not necessary to winning the war, therefore transportation facilities are to be denied to you. It would lead to the closing of manufacturing plants, the disruption of business organizations, to industrial chaos.

The transportation problem must be solved in a way which will at once meet the needs of the Government and conserve American industries. That can be done only by building up an auxiliary system, in which every shipper, in some degree, shall be his own railroad.

Upon the business man falls the burden of finding the means to meet the situation. To the extent to which he must have his own railroad, he must build it himself. Workable answers to dozens of questions must be found. Since the railroads cannot haul fuel enough to keep his plant going, how can he make up the deficit? How can he be sure of getting delivery of raw materials in sufficient quantities? Since the railroads cannot supply locomotives and cars enough to carry his products to the market or the seaboard, who will carry them?

Inland waterways? Generally speaking, they imply cooperation with rail transportation. Barges carry freight a part of the way and railroads finish the job. A carrier is needed which reaches up to the factory door and operates independently of other means.

The country is beginning to see that another means is available. Practically untouched as an auxiliary of the railroads, its adaptability is nevertheless unquestionable, for it is already, in many places, relieving freight congestion.

The motor truck enters the breach. Here we have an auxiliary transportation system the extent and capacity of which are a revelation.

THE NATION'S BUSINESS has completed an



INTERNATIONAL F.W.M.

inquiry into the possibilities of motor trucks, gathering information from more than 300 owners (operating all told 1500 trucks) in all parts of the country. The usefulness of the truck for interurban service is so clearly established that it would seem folly to refuse its help in this crisis.

It is estimated that there are in the country 400,000 trucks. Most of these are in use in cities, but practically all of them, authorities say, could be released for interurban service by converting into light trucks, by the substitution of new bodies, a sufficient number of our 4,000,000 passenger cars to replace the trucks on city streets. The commandeering of one-tenth of the passenger cars in the country for commercial purposes would find precedent in the much more drastic requisitioning of automobiles in other countries for war purposes.

American makers turned out last year something like 90,000 trucks. At the same time they were manufacturing passenger cars, and for a portion of the year munitions and aeroplanes. Towards the end of the year, production was somewhat slackened by the fuel shortage. Closing down of plants for days at a time was not unusual.

In the months to come, building of motor trucks may easily be as important as building of ships. It may become, for the time being, tremendously more important than fabrication of aeroplanes. It is conceivable, then, that a situation might arise in which the country would "speed up" manufacture of trucks to the limit of its capacity, in which every plant that could turn them out would be put at that work, in which the Government would stipulate that such factories were to be served first in the matter of fuel and materials so there would be no more shutdowns.

The number of trucks which could be turned out under such conditions is problematical. One company estimates that America, under pressure, could produce from 350,000 to 500,000 commercial vehicles in 1918. Auto-

mobile men say that the using of entire plants in the making of trucks would mean the installation of much new equipment, a great deal of that used in the manufacture of passenger cars being unsuited to the making of trucks. It was much easier to shift from passenger cars to aeroplanes. Moreover, we do not know how many of the trucks produced this year and next will be available for the service

we are considering. Last year the Government ordered 30,000, which are still coming from the factories, and is understood to be about ready to place orders for 25,000 more. Then there are the war needs of our allies. And foreign trade may make demands which we cannot ignore.

Suppose, however, that after satisfying other urgent demands we could manufacture enough new cars and trailers to have in interurban service by the end of the year 500,000 trucks. And for each truck a trailer. With that equipment, it is believed, the cars being skilfully handled, the work well organized, and return loads provided, so that a truck would not cover half its mileage empty, the country could move not far short of one-fourth of the amount of freight now being hauled by the railroads. That would be no inconsiderable lightening of the burden of the railroads. It would solve the transportation problems of countless shippers and some of the country's war problems. It might be the means of winning a great battle. Even perhaps it might be the means of winning the war.

WE are considering the use of motor trucks in interurban service merely as a war measure. Necessity demands the employment of every means at hand to relieve the railroad congestion, regardless of whether or not that means will remain after the war as a competitor of the railroads.

This view is in harmony with the action of the Philadelphia District Committee on Car Service representing the Baltimore & Ohio Railroad, the Pennsylvania Railroad and the Philadelphia & Reading Railway. That committee, in establishing an embargo on intracity freight shipments, reprinted extracts from magazine and newspaper articles calling the attention of shippers to the advantages of hauling freight by motor trucks. In one of these articles the traffic manager of a manufacturing concern stated that his company, by using trucks, had effected a considerable saving in cost and a betterment in service in hauling between its main factory and its two branches, one 17 miles from the main plant and the other 25. Another article told of a test run—a long haul this time—in which troops and supplies were conveyed over military roads in less time and at less cost than by rail, and a third predicted a revolution in freight rates and freight handling as a result of the coming of the truck.

Even if we built half a million new trucks, we would not necessarily be setting up something which would remain in permanent competition with the railroads. Many of the trucks would be ready for the scrap heap by the time the war was over. Those not scrapped could easily be absorbed in commercial service.

in the cities. If the truck, therefore, while aiding us in war, did not demonstrate that it was as economical a carrier of freight as the railroads, it would retire from the field. Competition with the railroads in peace time would mean the building of new equipment.

If we had the trucks, what would they carry? Anything—from tooth brushes to houses. And where would they go? Practically anywhere. I have just seen a picture of a truck drawing, over a mountainous road, a trailer loaded with three transformers weighing 22 tons. Trucks need not be confined to short hauls—the Goodyear Tire & Rubber Co. operates a motor express on regular schedule from Akron, Ohio, to Boston. The short haul, however, seems to be the truck's field. On the long haul, according to much of the evidence, it is not an economical carrier of freight.

The American public is now receiving two great object lessons as to the possibilities of motor trucks. One of them, the "drive-way" of 30,000 military trucks destined for Europe, does not lack elements of the spectacular. The trucks are going by their own power from the plants where they were assembled, plants in Michigan, Wisconsin, Indiana, Ohio, Pennsylvania and New York, and delivering themselves at seaboard ready for shipment. They are also delivering 90,000 tons of freight, three tons for each car. It would require 2250 railroad cars to haul that freight to tidewater, and it would take 15,000 more cars, with a capacity of 600,000 tons, to carry the trucks themselves.

The second of these lessons is the extension of the use of motor trucks in mail service. The Post Office Department announced a short while ago that within perhaps the next three months many new motor truck parcel post routes would be in

operation in various parts of the country; these routes aggregating between three and four thousand miles. One chain of routes will extend from Portland, Maine, to New Orleans.

The truck in interurban service may find its greatest field of usefulness in the transportation of food supplies. Were all other means to fail us, the automobile could keep the people in food.

It is not impossible that the railroads of the United States may have to adopt a plan somewhat similar to the embargo established by the English roads on all shipments of freight between points less than 40 miles apart. Some of the men working at the transportation problem believe this is likely to happen. If it did happen, deliveries of food supplies to millions of persons would, so far as the railroads are concerned, be stopped. Cities could not draw upon the territory surrounding them. Small communities could not get the supplies for which they depend upon cities. Motor trucks could fill this gap in rail transportation, and because they could fill it is a reason which leads many to believe such an embargo may be established. It would be one of the most practicable ways of doing the thing that must be done—relieve the railroads. In an emergency, a fleet of trucks supplied New York hotels daily with fresh meats from Philadelphia, and not long ago a Washington merchant, confronted by delays in railroad shipments, went to New York in his passenger

car and brought back
urgently
needed supplies.
The

food trail of the automobile may reach some day into every city, every village, every household.

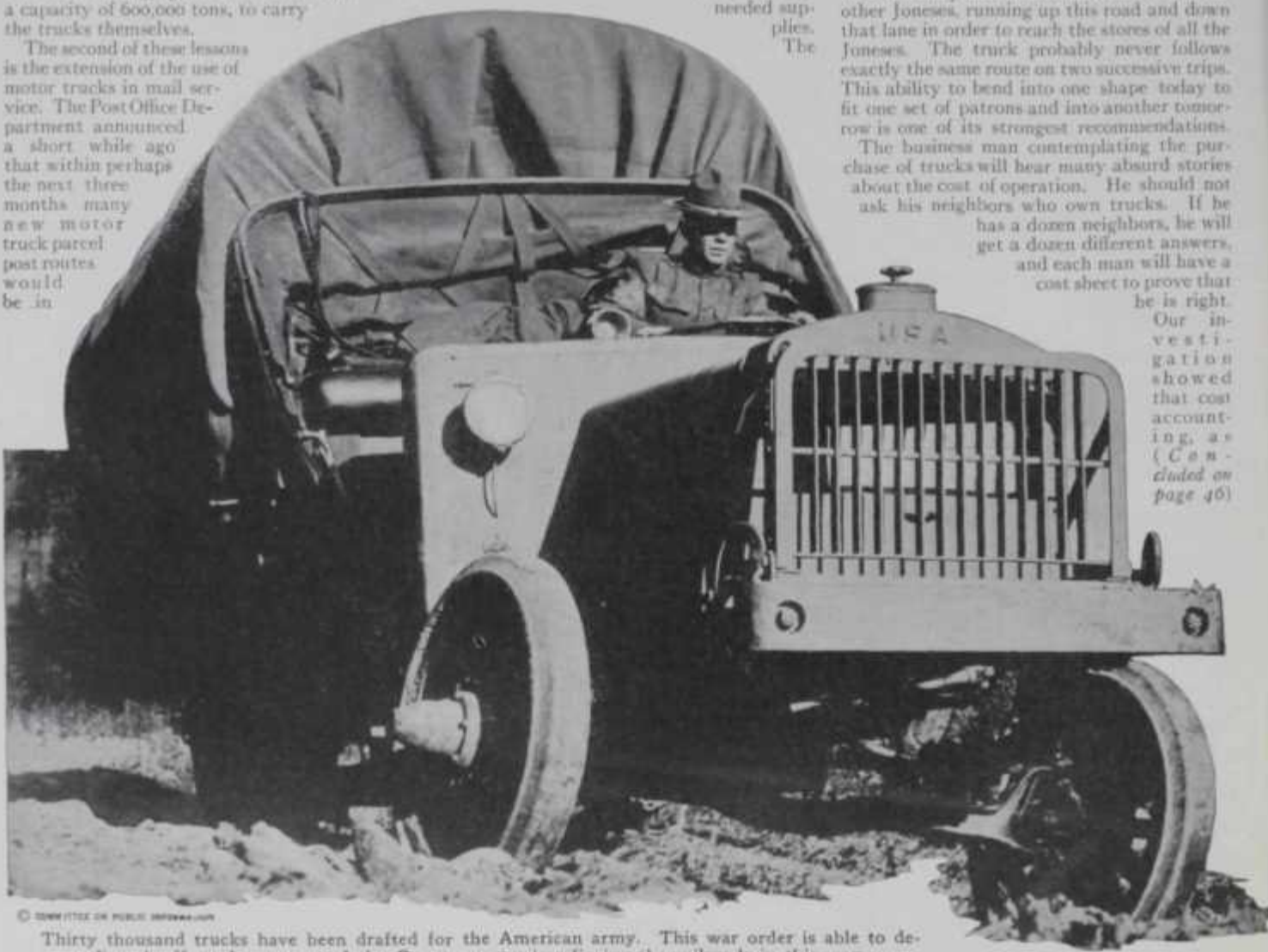
"Win the war—hang the cost," the exclamation of a writer in this magazine in discussing waterways as a war-time auxiliary of railroads, may be applied to motor trucks in a similar role. Investigation shows that the cost does not hang so high that it is out of reach during war time, and war-time cost is the only cost we are now considering. The truck has as yet been used on too small a scale in intercity service, perhaps, to warrant final conclusions as to whether or not it is an economical means of freight transportation. The evidence is still too conflicting.

The Motor Truck Goes Anywhere

TWO advantages of the truck should be borne in mind in estimating costs. It makes door-to-door deliveries and saves time. It can pick up a load at a jobber's place of business in New York and carry it to the door of John Jones' store in Lancaster, Pa., without first carting it to a terminal in New York, unloading and reloading onto a freight car, carrying it by slow stages to Lancaster, unloading at that terminal, and then carting to Jones' store. One-third the amount of loading and unloading, no charges for cartage, the goods placed in Jones' hands without his worrying about transfer companies, and the merchandise sold perhaps before it could have arrived by rail. On its trip from New York, the truck may have made deliveries to a dozen other Joneses, running up this road and down that lane in order to reach the stores of all the Joneses. The truck probably never follows exactly the same route on two successive trips. This ability to bend into one shape today to fit one set of patrons and into another tomorrow is one of its strongest recommendations.

The business man contemplating the purchase of trucks will hear many absurd stories about the cost of operation. He should not ask his neighbors who own trucks. If he has a dozen neighbors, he will get a dozen different answers, and each man will have a cost sheet to prove that he is right.

Our investigation showed that cost accounting, as (Continued on page 46)



Thirty thousand trucks have been drafted for the American army. This war order is able to deliver itself at the ports, and the Quartermaster is relieving the railroads in this way.

SENTRIES FOR OUR SEA GATES

The War Trade Board Meets the Instant Necessity for an Immense Organization by Calling In Existing Business Bodies

By CLARENCE M. WOOLLEY

Of the War Trade Board, Representing the Department of Commerce

WHEN the Trading-with-the-Enemy Act was passed by Congress, the President established the War Trade Board, and assigned to it the duty of making effectual the provisions of that Act. The Board is now composed of the following members:

Mr. Vance McCormick, Chairman, representing the State Department; Mr. Thomas Jones, Vice-chairman, representing the Department of Commerce; Mr. J. Beaver White, representing the Food Administration; Mr. Albert Strauss, representing the Treasury Department; Mr. Monzo E. Taylor, the eminent food expert; Mr. Frank C. Munson, representing the Shipping Board, and myself, representing the Department of Commerce. You will see in this plan the expression of a method which aims at the coordination of the various departments of the Government which have to do with the performance of the functions of the War Trade Board.

The first—and I should say the most important—responsibility of that Board is of granting export licenses with respect to those commodities included in the proclamation of the President which dealt with the problem of exports.

The second function is that of dealing with applications for licenses to import commodities specified in the proclamation of the President which was published November 28.

The function next in importance is that represented by the Bureau of Enemy Trade, which is given the authority and charged with the responsibility of dealing with all problems, whether they arise out of imports or exports, where an enemy, the agent of an enemy, the friend of an enemy, or a person acting in behalf of or for an enemy, comes under consideration. These are the three principal functions of the War Trade Board.

Profiteering and Profiting

THE first mental reaction I got from participation in the councils of the Board was this: Its object is to facilitate and expedite, not to obstruct the flow of American commerce. And I might say that, in so far as my duties have brought me into contact with American business men, the spirit and attitude evinced by men representing all the trades with which thus far we have been called upon to transact business have been of a very high order; they have shown an understanding of the fact that broad fundamental principles designed to protect and promote the interests of the nation must prevail, rather than those of the individual. The spirit is manifest that profiteering will be subordinated to public interest and welfare.

And only as this country can coordinate and assemble its matchless resources into a state of concrete solidity which can be hurled as a unit against the enemy, shall we be able to make a reasonable and consistent response in behalf of the Allies and ourselves in the task of winning the war.

Again, if the War Trade Board can lend its influence to the end that business men with whom we are privileged to come into contact

will ever keep foremost in mind the great need, the vital need, for subordinating profiteering, the putting of private gain ahead of the national safety, then the country's success is assured.

I think that there is a decided difference and distinction between profiteering and profiting. I have not heard from a single source of the various governmental agencies or authorities in Washington any suggestion that aimed at the elimination of profit. But it is of vital importance that we should eliminate profiteering; and, be it said to the honor and to the credit of the gentlemen who have so unselfishly surrendered their personal interests to those of the public welfare, by coming to Washington to work night and day in the promotion of the national interests in this, its hour of dire need, that they are patriots. They are helping in their way, in an influential, perhaps in a more influential way, to win this war than the brave men who go to the trenches.

When the war will have ended I presume we shall be face to face with problems exceeding in importance and complexity the problems which confront us to-day; and these problems are, as you all know, very complex.

We also know that the business men of this country have been told of their mistakes. We know that whatever error may have crept into business practice has been recognized and freely criticized. But during this crucial hour, these years, perhaps, of trial, business men can come to the aid and assistance of their country showing the other side; and when they have shown that other side, which is the true side, then will the business men of this country be summoned to take a place in the councils of the nation, to consider and work out the problems incident to the readjustment of the nation's affairs when it will have emerged from this hideous catastrophe.

Now just a word in explanation of the programme of the War Trade Board with respect to the manner of dealing with the admission of imports into the country, especially those commodities which were specified in the President's proclamation of November 28.

IF a commodity so specified is to be brought into the country, the individual firm or corporation making the purchase, or desiring to do so, applies to the War Trade Board for a license. If the commodity is not purchased from an enemy, the friend of an enemy, or from any firm, individual or corporation trading in behalf of or for the account of the enemy, the War Trade Board will grant the license, provided there are not shipping questions of conservation, or questions of economy, which come up and have a legitimate place in the reasons affecting the decision.

The import license when granted enables or authorizes the licensee to buy the goods and order them forward, with the instruction that a trade committee shall be the consignee. For illustration, we may take pig tin.

If a consignment of pig tin is to come into the country, the license provides that the consignee shall be the Sub-committee on Pig Tin

of the American Iron and Steel Institute, a committee appointed for that express purpose by members of the tin industry. When the goods arrive at a port of entry, the licensee presents to that committee a form of guarantee as specified by the War Trade Board, and if this is in proper form the consignee, which in this instance is the Sub-committee on Pig Tin, indorses over or releases to the licensee, or ultimate receiver of the goods, the bill of lading; whereupon the latter may take delivery of the consignment at the customhouse.

The committee referred to was appointed voluntarily by the American Iron and Steel Institute; it was not selected arbitrarily by the War Trade Board. A notice was sent out to the particular industry that a meeting of importers, manufacturers and users of a given commodity would be held on a given date at some designated place, and stating that the meeting was called, among other things, for the purpose of determining the necessities of the country for this product, and the need to procure additional quantities.

Letting the Business Man Handle It

THESE committees, which act as consignees, have no right or power to claim for themselves or for the Government any arbitrary prerogatives. They simply offer the Government their time and their machinery for handling these transactions. Thus the Government is saved not only the enormous expense which otherwise would be necessary in establishing organizations and machines to cover the entire range of commodities imported into the country, but because of the knowledge of the various trades concerning their own affairs, the Government or the War Trade Board and other departments interested, will be given the information from sources which are calculated to possess the necessary facts.

For instance, if a consignee, between the time the import license is granted and the date of the arrival of a shipment at a port of entry, has demonstrated an inclination to hoard, or if it is proved that he is hoarding—taking out of the channels of trade an important commodity and locking it up for speculative purposes—these various committees, because of their intimate contact with their industries, are the persons best qualified to learn the exact facts. The ultimate guarantee which must be filed with the Trade Committee covers that specific point, and if the question is not satisfactorily answered, or answered in a way which conflicts with information understood to be generally reliable, an investigation is made, the facts are presented to the War Trade Board and the license may be revoked. In other words, all licenses are revocable.

If the Government were to act as consignee for these various shipments, it would be necessary to establish a system of custom houses in the ten principal ports of entry throughout the country, which would be kindred to and almost as important as the (Continued on page 20)

STETTINIUS A Close-Up of the Man Who Is to Balance and Distribute the Huge Orders of Our Army Departments

By JAMES B. MORROW

KEEP in training always, practiced if not expressed, is one of the rules by which Edward R. Stettinius, surveyor general of army purchases, governs his daily conduct.

Taking a dozen letters from a hundred received in the morning's mail—taking them bit-by-bit and not by choice—he will dictate the answers himself. If a reply must wait on information to be obtained, Mr. Stettinius may do that work also—drudgery, pure and simple—instead of calling on a clerk for help through the telephone or indexes.

The processes of his office, invariably, are as familiar to him as to any member of his staff; and more so, because he knows its divisions assigned to expert subordinates, separately and generally. "A master workman," great leaders of business call him.

Many an executive is largely atmosphere and shoulder-straps. Often his helpers, and on wages at that, have to argue him out of a theory, which, if applied, would wreck his establishment and their work. Other executives are controlled by abstract principles. Mr. Stettinius has such principles but he is also master of the locomotive that is pulling the freight. He can take it apart and put it together again.

The office boy knows that Mr. Stettinius can do his work better than he can do it himself. And says so. Saying so gives the testimony character and substance, considering its arrogance and source. It is so upward, to the clerks, to the bookkeepers, to the specialists and, at last, to the directors and owners, all of whom admit that Mr. Stettinius is more competent than themselves.

The President of the United States, the whole country within his view, has placed Mr. Stettinius, to use the language of Secretary Baker, "in charge of the procurement and production (mark the last word) of all supplies by the five army bureaus—ordnance, quartermaster, signal, engineer and medical."

Cabled abroad, the announcement brought an immediate opinion from Viscount Northcliffe, whose millions were gained by his genius as a bargainer and publisher. "He," telegraphed Northcliffe back to America, referring to Mr. Stettinius, "is easily (here easily is the impressive word) the ablest business organizer in the ranks of the Allies or the enemy."

Knowing Is His Doctrine

THE enemy means Germany, more particularly. The Allies include Great Britain, the old-time center of money and industry. Northcliffe, as the agent of his government, stationed in this country for months, had daily opportunity to acquaint himself with Mr. Stettinius and with his methods and achievements as a buyer and a producer of the many items, large and small, that constitute war materials.

All the testimony, then, from the low and from the high, agrees in detail. Office boys and millionaires, with stenographers and lawyers and with manufacturers and bankers in between, say that Stettinius is worthy enough to be their chief. In the meantime

Stettinius says little himself, except when trading, and nothing, practically, about himself.

But he keeps in training, like the wise athlete who has a serious contest coming at boxing, or running, or pitching the ball across the plate. He admits it to his intimates, confessing that he wishes always to know how things are done. Knowing is his doctrine and knowing, he, shrewdly for the purchasers and satisfactorily for the sellers, bought daily for long periods at a time, \$10,000,000 worth of shells and shrapnel, rifles and ammunition and food and clothing for the French and British armies in the field.

Surrounded by water and protected by the most powerful navy ever built, Great Britain felt secure in the belief that no nation could disembark any troops upon its shores. In this thought, strange to say and far away, can be found the rise of Stettinius into international fame.

Speculating Persons of Much Rhetoric

WHEN the huge Prussian war machine, the tank of an empire instead of a regiment, crushed Belgian cities on its way to Paris and the sea, Great Britain called to its colors a million men. What had been theoretically impossible was turned into a danger that was real.

The million needed guns and shoes, powder and metals and there was not enough at home. While capacity could be developed, frenzied purchases had to be made in other lands. So in a night, almost, the markets of the United States were nearly overwhelmed.

Groups of military men hurried from London on their journey to New York. They were buyers for the cavalry, infantry and artillery. Arrived in the United States, they began bidding against one another. Last April and later, American officers went through a similar procedure.

Speculating persons, mostly front, with little money but much rhetoric, greeted the Englishmen like old friends. The contracts they gained were sold at a large profit to manufacturers, who were taking contracts themselves at unparalleled figures. Hotels in New York were filled to the roofs with sellers and purchasers.

Two countries were being injured. Great Britain was paying double prices and treble prices for its necessities, because Dover is just over the channel from Calais and the Prussians had already crossed the Belgian frontier. The British injury could be computed in money. Two dollars were being spent, or three dollars, when a dollar would have been enough.

The damage to America, prospectively, was social and industrial, as well as financial. Normal business was approaching a collapse. Prices were booming like the batteries of the Huns. Instrumentalities were leaving the ways of peace and going headlong on the road to war. Business America was being forgotten by America in the orgy of profits with which Mars now tempted the neutral world.

London saw its own interest and changed its programme by turning to the house of Morgan,

which had been financing England's purchases in the United States. The Morgans were made commercial agents of the British government, which meant that they were to do the British buying in this country, on a commission and were to arrange for the payments in the best way they could.

The groups of English purchasers went home. Some degree of stability returned to the American markets by and by. But there were robust and angry protests at the time. The speculating gentry, who had crowded better men out of the hotels in New York, were outraged at the change. "Beware of the Germans," they warned. "Emperor William," they added, in defiance of geography, "will bombard London from the coast of France."

In Canada, too, there was great complaint. And in the upper House of Parliament, 3000 miles away, Lord Grinthorpe took the floor to say that "one reason why more orders have not gone to Canada is that the big shadow of an interloper stands between that country and the British government."

The big shadow was that of J. Pierpont Morgan, who weighs more than 200 pounds. War began in August, 1914. In the January that followed, after four months of panicky buying and gluttonous selling, the house of Morgan took over the business of the British in the United States. It was an enormous contract. And the Morgans were bankers and not manufacturers; were money-lenders and not commodity purchasers.

Fighting Under Three Flags

THE elder Morgan once said that character is the greatest asset in Wall Street. That is still the view of the Morgan house. With character, of course, must be joined an ability to do business, shrewdly but fairly. Men are no longer invited into corporations as was once the practice. Men are no longer employed as was formerly the custom. The perfunctory investigations of the past into lives and standards have become prolonged and searching inquiries carried out privately among bankers, club members, merchants and manufacturers.

Doubtless such was the plan followed by the Morgans. Anyway, they chose Edward R. Stettinius, then president of the Diamond Match Company, to do the British buying in this country. Soon after the buying for France was included in the arrangement. Mr. Stettinius, was to give three or four hours a day to the task. Instead, he gave the whole day and part of the night.

There were definite things to be accomplished. Buying in itself was only a fraction of the task. Prices, it was true, had to be reasonable, the world at war with itself. But there had to be things that could be purchased.

So production came into the problem. And transportation and the expulsion of the brokers. Labor was also an element in the general situation. What use could be found for a factory if there were no workers in the vicinity? Or no houses in which they could live were they brought from a distance?

Mills and shops, many of them, had to be

enlarged. Forges of peace were to be transformed into forges of war. Raw materials were necessary and had to be obtained for the weapons of the battle. And more important, nationally, than anything else, the business of this country had to be maintained and saved from demoralization.

The house of Morgan is an American organization. Americans had to be supplied with food, clothing, machinery, lumber, coal, iron and countless other products. The world's demand might make the market but there must be a market open to American consumers.

Such were the circumstances faced by Stettinius. He fought under three flags, the French, the British and the Stars and Stripes. So he was both a soldier and a statesman. The Morgans, at the end of a year, took him as a partner. British statesmen praised the work he did—in the House of Commons and from the benches of the ministry. Business America and President Wilson now commend his character and accept his leadership.

Coming to his duties as the war buyer for Great Britain and France, the first aim of Mr. Stettinius was to choose a reliable and able staff. He called to his assistance a small number of eminent manufacturers, engineers and lawyers—young men, who had dealt with large matters and who were overjoyed by the thought that they could help in the defeat of the Prussian barbarians.

THESE are the men, toilers themselves, who call their old chief "a master workman." The lawyers among them say that Stettinius can take a long and technical contract and find its hidden flaws and ambiguities, if any there be, with unerring accuracy. Buyers who helped him, specialists in metals, chemicals and so on, discovered that he was a versatile specialist himself.

They placed their questions before him, not only because he was their leader but also in the knowledge that he could assist them. He would turn from one to another and from acid to cotton lint, from steel billets to shells, without losing a moment in giving his mind a new adjustment.

"Invariably," one of them, the president of an important manufactory, said to the writer, "he was ready for any problem. His intelligence and concentration were like a powerful stream of water thrown by an engine through a large hose. When he changed his target, it was not necessary for him to slow down the machinery or to cut off the flow entirely. He simply altered his direction and was as strong as he was before."

Memory, of course, explains in part the power of this very uncommon man. Thus

prices, past and present, of all the articles, few or many, with which he is concerned, are fixed in his mind. He refers to no papers when talking with contractors or subordinates and so becomes impressive and gives emphasis to the respect that is accorded him by all.

Likewise he understands human character and can read the secrets behind the mask of a blank or expressive face. His acquaintance

Mr. Barber who "discovered" Mr. Stettinius twenty-five years ago.

Without mannerisms or conceit, and friendly always, "a master workman" and a well-read man, commissioners from London and Paris have been captivated by the personality of Mr. Stettinius and have given him their hands.

On his desk, usually, or in a drawer, will be found a copy of Herbert Spencer's essay on the "Philosophy of Style." This little book he recommends as a study to his associates. It teaches the economy of words (mechanical efficiency in the use of written and spoken language) and, equally as important, sprightliness as well.

Most writers have read it and have gained thereby in some respects. When you feel like Charles Lamb, write like Charles Lamb; when you feel like Samuel Johnson, write like Samuel Johnson; when you feel like Thomas Carlyle, write like Thomas Carlyle, advises Spencer unwisely.

A writer of talent must, it would seem, always feel like himself and therefore should write like himself. There is little art in efficiency, although there may be truth, and truth, by the doctrine of Stettinius, is the basis of business and a good understanding between the man who has and the man who needs.

The letters that go into the mails from the office of Mr. Stettinius are Spenserian, more or less; more, when he dictates them himself. But, in his view, the letters that come in are more important still. In them the blood of the circulating system can be seen; and the pulse-beats, besides. So he reads many and replies first-hand, performing thereby a double function, in that he retains knowledge as to the hang of the barn and gains knowledge from external origins.

Drudge and genius, it would appear, in him are combined into a workable and brilliant whole. "He knows his business," is the testimony of those who know.

Yet he is likable and human—a mathematical astronomer, or, a physicist, who plays golf, laughs, talks to children, sees the winter red-bird on a garden picket, a splash of high color against the snow; reads politics, now with amusement, again with concern, and keeps anchored to the world.

A natural trader, he is described by those who have watched his methods—the gift of negotiation, possibly being an inheritance from his father, who was active with steamboats on the Mississippi River. Born in St. Louis, fifty-two years ago, he grew up there and was educated there by the Jesuit fathers. A century ago, Bishop Dubourg rented a one-story stone residence (Concluded on page 48)

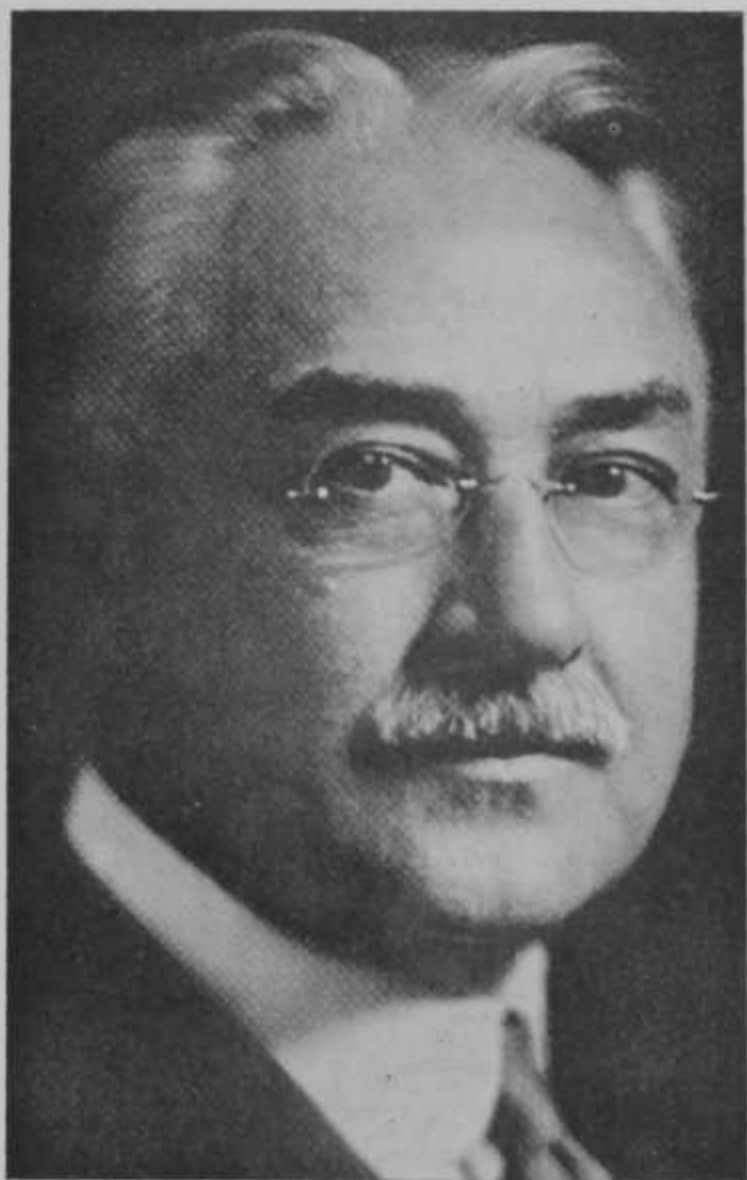


PHOTO BY PHIL MASON

Morgan and Company made Stettinius war buyer for France and England. This centralization put an end to the golden days when free-lance speculators were crowding manufacturers out of the New York Hotels

with men of business is as wide as the continent and now embraces a good part of Europe. There is much, it is said, to his advantage in this. He calls Boston or Chicago, Pittsburgh or Cincinnati, and over the telephone talks intimately and knowingly about a bargain that is under way.

Writing from Akron and his \$3,000,000 farm, Ohio C. Barber tells me that Mr. Stettinius is a man of "intelligent subtlety and integrity," that he "is a good worker and alert to all the changing conditions of trade and commerce" and that "he is qualified in every way for the position he holds." It was

THE SKELETON IN OUR FOREIGN TRADE CLOSET

No. 4—If Peace Brings Trade Wars, American Business Must Be Armed To Withstand the Close Formation Attacks of Its Competitors

By WILLIAM S. CULBERTSON

Of The United States Tariff Commission

A NUMBER of objections have been raised to export associations, but most of the opposition is the result of a failure to understand the purpose of these associations and the limitations which will necessarily be thrown around them. Many of the arguments against them, when reduced to their last analysis, are arguments against export trade. If it be admitted that export trade is desirable, it would seem to follow necessarily that our business men should be permitted to promote such trade by the adoption of means which will enable them to compete on an equality with their foreign rivals.

It is generally admitted that export trade, at least to a limited degree, is desirable not merely from the standpoint of business men, but from the standpoint of national prosperity. This being so, the least that we can do for American business men is to permit them to equip themselves for meeting effectively foreign competition. In most of the fields into which they will go, their work must perforce be pioneer work and must be carried on against the entrenched and powerful opposition of European concerns. The burden of the work of education and enterprise is heavy and more than any individual business man can undertake.

Many of those who are inclined to object to export associations feel that such organizations will lead to price fixing in domestic trade. If business men are permitted to associate themselves together for developing export trade, it is claimed that they will not be able to resist the temptation to fix prices in domestic trade. Will not the fact, it is asked, that business men are cooperating for one purpose lead them naturally to get together surreptitiously for other purposes? This argument appeals to some because it does not seem practicable to draw a line between domestic and foreign trade.

The Question of International Combinations

EXPORT associations, however, are not to be permitted to engage in production or manufacture nor in the sale of goods for consumption within the United States. They are to be distinct and separate entities from the manufacturing concerns which control them. Their close supervision by the Federal Trade Commission will prevent any secret methods being employed by which they may become a medium for effecting illegal restrictions of trade within the United States.

The suggestion that business men, cooperating for the purpose of export trade, would necessarily violate the law against restraint of trade within the United States is, if valid, an argument against all forms of association among business men, such as, for example, trade associations and chambers of commerce. We have found no difficulty in this country in distinguishing between the legitimate and illegitimate activities of trade associations.

When they have gone beyond their legitimate powers and fixed prices or indulged in unfair practices against others, the Sherman Law has reached and condemned their activities. On the other hand, they have a large and ex-

Backing for Our Exporters

THE wrestling of the American engaged in foreign trade is not against individuals, like himself, but against combinations and understandings and ruthlessness—against the power of national cooperation and the might of high authority. For frequently the allied antagonists of the isolated American trader have their government at their back.

The situation, from the point of view of the American, will grow worse after the war, unless we permit Americans to do as their foreign competitors do—combine for foreign trade. One of the economic effects of the conflict, as Mr. Culbertson has pointed out, will be to increase cooperation in European countries. The war will not force those nations back into the antiquated and outworn methods of individualized industry. If, therefore, American business men in the past needed such protection as the Webb-Pomerene Bill proposes to throw around them, they will need it much more in the future.

Congress and the Administration are alive to the necessity of removing the skeleton from our foreign trade closet. President Wilson urged the enactment of appropriate legislation at this session of Congress, and both House and Senate have passed the Webb-Pomerene Bill. It remains, however, for the conferees to reconcile differences created by the Senate amendments to the House bill.

tensive field of usefulness, and so long as they continue to work along such lines they not only have not been condemned by the law, but they have been encouraged by government bodies such as the Federal Trade Commission.

Another objection urged against export associations is that they will tend to encourage international combinations. A sufficient answer to this would be that if an American export association were a party to an international agreement which tended to increase prices or otherwise restrain trade within the United States, it would come within the condemnation of the Sherman Law and could be stopped by prosecutions under it. The Webb-Pomerene Bill permits export associations for the purpose of developing American export trade and placing our business men upon an equality with their foreign competitors. But it does not give American business men the right to do acts or enter into agreements, understandings, or conspiracies abroad which will react injuriously upon the domestic market. For this reason all the force of the Sherman Law is retained so far as the conduct of export associations is concerned in the domestic market, and it makes no difference whether the conduct which brings about the illegal effect is done in this country or in some other. The Webb-Pomerene bill would not legalize such restraints of foreign trade as were condemned in the tobacco case.

One of the most insistent objections to export associations is that they will tend to in-

crease domestic prices. It is argued that to increase the demand for an article by exporting it will necessarily result in increasing its price in the domestic market. The logic of this argument requires that all export trade be forbidden. The exportation of goods, whether through export associations or otherwise, by increasing the demand, tends, of course, to raise the price, but it also, at the same time, tends to increase the supply. This argument would apply equally to any factor which might increase the demand for an article, whether the demand should come from somewhere within our own border or from some foreign nation.

In considering this question it is important to divide products which may enter into export trade into two classes, namely: (a) the raw materials and commodities into which they enter to a large extent, and (b) manufactured articles. In the case of the former, where the cost per unit increases as the quantity increases, it is possible that an extensive export trade would tend to raise the domestic prices not only temporarily but permanently, but this conclusion does not necessarily follow.

In the case of manufactured articles any increased demand for goods which may result from the superior selling facilities of export associations will produce an increased supply. If the demand from abroad is sudden, prices may be raised temporarily, but the increase will not be permanent. Increased production will not only take care of the increased demand, but the cost of production may be lowered, and the ultimate result will very probably be to lower the price of the article to the domestic consumer.

A steady demand from abroad will enable those factories that are selling a part of their goods through an export association to run more nearly up to their capacity. With a wider market in which to sell their goods, they will be less subject to depressions in trade which may arise from local conditions. A larger and steadier demand for their products will tend to reduce the cost of production. Overhead expenses will be distributed over a larger product. The manufacturer being enabled to increase his sales will accept a closer margin of profit on his goods. Competition being thus operative in the domestic market, the tendency will be to reduce the prices at which manufactured articles are sold to the domestic consumer.

Pooling Forces Necessary

IN considering our natural resources, such as, for example, copper, it must be remembered that the individualistic nature of our industry enables foreign buyers to play off one American producer against another and thereby to depress prices. Prices are often depressed to a demoralizing extent, and our natural resources are sacrificed. Obviously this is a serious evil, not only to the industry but to the public. Export associations will



THE philosophical Chinese farmer carries on his struggle with the soil aided by whatever rude tools his poverty will allow him. Pittsburgh pitchforks are as far from his imagination—and purse—as Brockton shoes. But China's swarming cities are needing more and more equipment for mills and transportation systems. We must supply these demands instead of counting out hard cash for the silks, oils, eggs, etc., that China sends us.

enable our producers to meet organized buyers by organized selling and to obtain from them fair prices.

American business must, in fact, meet from abroad both organized buyers and organized sellers. Individually they are at times at the mercy of foreign organizations, and are played one against the other in our own markets, greatly to the injury of American interests. In foreign markets, too, American business men are found on the one hand competing with each other as well as against their foreign rivals, while on the other hand the merchants of each foreign nation are usually found united in their efforts to capture the market.

The enactment of legislation removing the doubt which now exists in the minds of business men as to the application of our anti-trust laws to export associations will be a distinct benefit to the small business man. Many large American corporations have developed a substantial export trade. Among these may be mentioned the United States Steel Products Company, which does the foreign business of the United States Steel Corporation, the Standard Oil Companies, the International Harvester Company, the General Electric Company, the Singer Sewing Machine Company, and the National Cash Register Company.

These concerns, because of their large capital, have been able to establish branches abroad and to compete effectively with foreign cartels and companies. It is practically impossible, however, for the small business man to do this. Even if a large number of them were, as individuals, to open separate agencies in such cities as, let us say, Buenos Aires or Petrograd, they could not possibly make headway against united competitors. Their cost of selling and their inability to get quick service would alone defeat them. Unless they can cooperate, pool their forces, and unite their strength in a common effort, they will not be able to make progress in foreign trade.

Getting the Right Machinery

IF foreign trade with its stabilizing influences is desirable for large American corporations, it is equally desirable for the small manufacturer and merchant. It has not been the policy of the American government to permit a business man with a small amount of capital to be placed at a disadvantage in competition with large concerns, should export trade be hindered when by merely clarifying the law the field of cooperative effort in making sales abroad may be opened to many small American concerns.

Selling organizations in foreign trade, it must be remembered, do not mean abnormal profits to American business men; they mean simply that we shall have the machinery by which we can get our share of foreign trade. It is recognized that our normal prosperity requires that we have a steady foreign business. But unless American business men can pool their efforts, they cannot compete, either in price or in service. However efficient they may be as individuals they cannot, competing among themselves, overcome the superior strength which results from cooperation among their German, French and English competitors.

It is folly for individual American manufacturers to try to sell their products abroad against systematized shipping, financial, industrial, and even governmental forces of foreign powers. As a people we have an interest in placing our own business men on an equality—and only on an

equality—with their powerful competitors abroad. At best the burdens of foreign trade are heavy, and we owe it to American business men to permit such organization among them as will enable them to meet their foreign rivals in price, quality and service.

Export associations will tend to encourage other industries and lines of business which are the necessary accompaniment of a large foreign trade. With the increase of our exports will come the development of our merchant marine and the extension of our banking business abroad. While our merchant marine and banks will be of real assistance in developing our foreign trade, they are separate businesses of themselves and will bring wealth and opportunity to a large number of American citizens.

The Wisdom of Starting Now

IF American business men participate seriously in foreign trade, there will unquestionably be an increase in our industrial efficiency. Business men will soon realize that on account of the keenness of competition in foreign markets they must know their costs of production and must organize their business along efficient lines. Anyone who is familiar with American business knows that serious reforms are needed all along the line, and if an increase in our foreign trade can stimulate the movement toward more efficient methods, great benefit will accrue both to American industry and to the public generally.

The small American business man, as a rule, has, in the past, looked upon the foreign market as a place where he might dump, usually through commission houses, whatever surplus product he could not sell in the home market. This sort of export business is unsatisfactory, and in the long run has very few beneficial results. Export business must be taken seriously. Technical men must be employed to help in the merchandising of goods. Particular foreign markets must be studied. The customs, needs and prejudices of the foreign buyer must be learned. Products must be standardized, not according to American ideas, but according to the ideas of the foreign buyer. In many cases goods must be produced primarily for export.

The initial step towards enabling American business men to adopt a permanent export policy is the enactment of legislation permitting export associations. With that as machinery, the initiative and imagination of American business men may be depended upon to do the rest. These associations will stimulate economy, encourage uniformity and standardization, permit the accumulation and use of extensive knowledge relating to the

toms and needs of foreign peoples; they will help to stabilize American industry and reduce the reaction and suffering which come from industrial depression and a limited market; they will permit the employment of men of greater ability for the purpose of selling American goods abroad, and they will lead to the development of new fields and the extension of American enterprises in foreign countries.

Legislation clearing up the legal status of export associations is a measure of economic preparedness. While our chief national duty to-day is the winning of the war, it is unwise to leave all of our after-the-war problems for solution at the conclusion of hostilities. This is particularly true in foreign trade. Time is required to perfect the complex organization of export associations, and our business men should be permitted to begin the work at once.

Individuals and governments in other great industrial nations are preparing for trade after the war. The British Trade Corporation has been formed to carry on the "business of trading and banking in any part of the world." The French have organized a corporation called the Association Nationale d'Expansion Economique, whose purpose is to contribute to the economic expansion of France in foreign markets. Austrian and German chambers of commerce have held at least three conferences to discuss the economic union of the two empires. In October, 1916, Germany created a new division in the Imperial Ministry to look after what is called "transition economics," or preparation for trade immediately after the war. Great Britain has created a Minister of Reconstruction and also a Commercial Intelligence Department to be controlled by a new Parliamentary Secretary. Imperial preference is being considered seriously by responsible persons in the British Empire. The resolutions of the Paris Economic Conference are full of possibilities for the future. These are only the most conspicuous cases of activities of economic preparedness abroad, but they at least show a need of directing our attention to this important work.

International Control

IF pre-war conditions in international trade are restored at the end of the war, we shall need powerful export associations in order to make any progress in foreign markets. If there are to be trade wars, we should arm for them. Those of us, however, who are interested in the establishment of a durable peace, hope that some limitations will be placed on the old rivalries for foreign markets and concessions. If, as is earnestly to be desired, some form of international control of foreign trade is established, large export associations will be far easier to handle than many individuals and corporations.

Haphazardness in foreign trade is passed. Old individualistic methods are contrary to sound progress, either in national or international life. We cannot return to the laissez-faire methods of the nineteenth century. We must move forward to the position where foreign trade will be controlled in the interests of world peace and prosperity. One of the chief tasks before the democracies of the world after the war will be to introduce democratic principles into foreign commercial relations. This cannot be done by breaking up foreign business into small units—or leaving it in small units. It must be done by permitting, or requiring, the organization of large units which can be controlled for the general good of all.

EDITOR'S NOTE: This is the fourth and last of a series by Mr. Culbertson on foreign trade.



War and Official Acts Dominate Business as Our Farmers Prepare Grimly for Spring

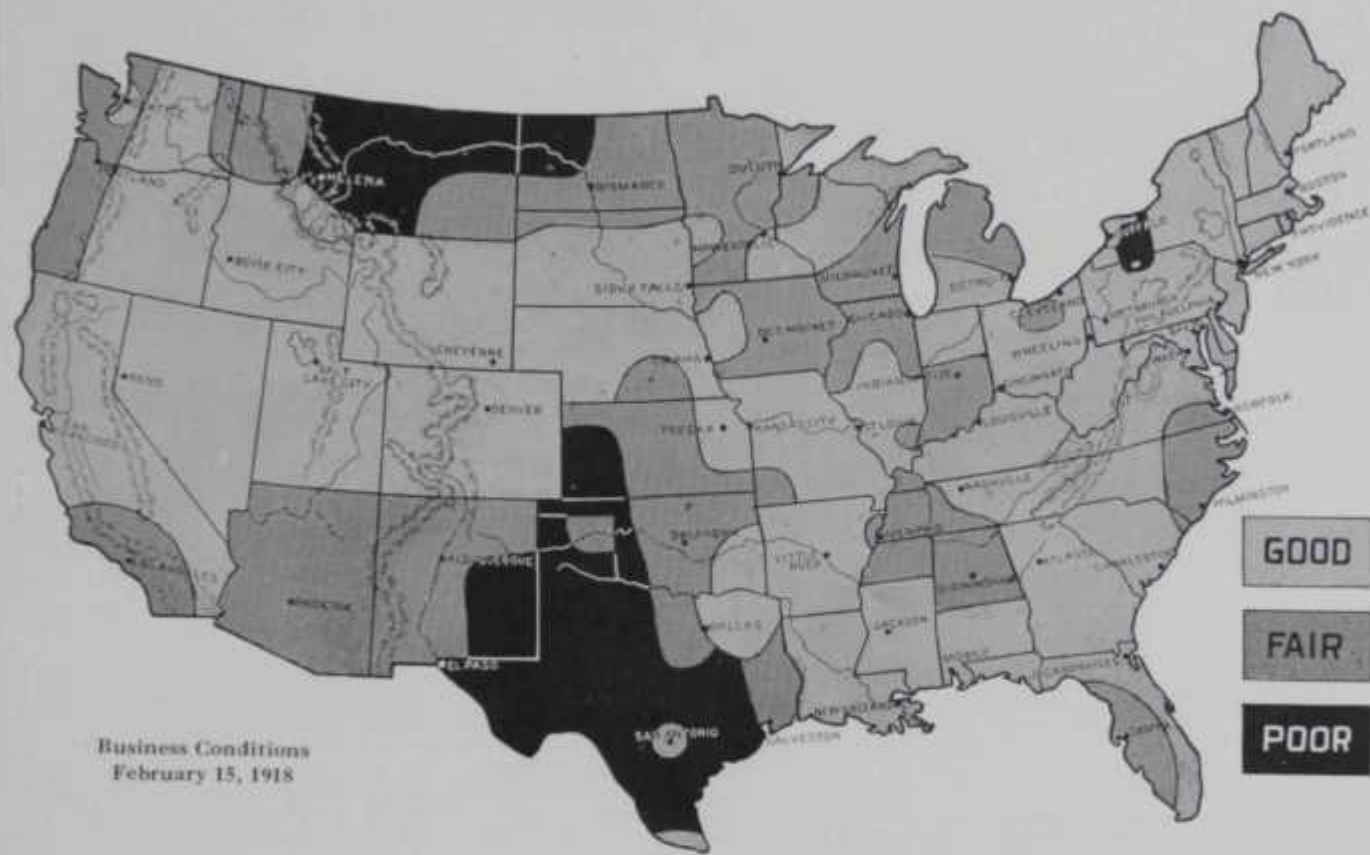
By ARCHER WALL DOUGLAS

IT is becoming increasingly obvious that we are squarely up against the elemental fact, as stated by Napoleon, "that armies travel on their bellies." Not only armies nowadays, but nations likewise, as is only too well testified by the stories of bitter distress which come to us from so many peoples in Europe.

We can utterly set aside any concern for ourselves in this regard either now or in the near future, save only such temporary and local phases of passing scarcity of food as may be caused by the freight congestion, incident to the long and cruel winter, and the

and the amount of available farm labor will permit. There are the greatest imaginable incentives to this, in high and remunerative prices of all farm products, and the unceasing Macedonian cry for help which comes from the other side of the water.

The most serious handicap to increased food production this coming season is the age old story of an inefficient and uneconomical method of distribution and marketing, especially in the more perishable products. The growers in some sections fear to repeat the experience of last season, when the response to a na-



superimposing of war's tonnage upon a transportation system already strained to its uttermost. But we are immediately and nearly concerned with the obligation thrust upon us to take care of our associates in war upon the other side of the water. We have the problem of the production of another great harvest in which we must play the lead to a waiting world whose hopes hang upon our possible accomplishments.

To those who pin their faith of any intelligent forecast of the future upon the facts of everyday observation rather than upon the heterogeneous mass and scrambled omelette of incomplete and superficial statistics, it is somewhat cheering to note in hardware and allied lines what a vast volume of sales there is already in "Future Orders" in "Plow Goods" and "Steel Goods," the agricultural implements, in other words, for plowing, planting, cultivating and harvesting the crops. It is evident that the farmers intend to plant as great an acreage this spring as the weather

tion-wide call for a great yield was a surplus that could not be moved because of inadequate transportation facilities and consequently was largely a complete loss. On January 1 of this year over 80 per cent of the Irish potatoes, still unused, were in the hands of the growers, not because of being held for higher prices, but for lack of cars to move them. Grim necessity in many shapes is emphasizing the need of a fitting and permanent solution of this problem.

There is much concern over the comparative dearth of good seed corn for the coming planting in the spring, because of the unduly large proportion of soft corn in the past harvest. The question is a serious one, needing efficient administration in procuring supplies, as well as careful, intelligent selection. It took us all these years to realize that the beginning of production is the planting of seed that is reasonably sure to come up, so that selection of good (Continued on page 42)

THE BANNER OF MERCY

American Business and Professional Men Have Borne the Red Cross with the Armed Crusade to France

By WILLIAM HOWARD TAFT



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It is a curious fact that the last thing about the American Red Cross to draw attention is its bigness as an industrial organization. Few persons realize that the mobilizing of the Red Cross for war work has called for something like an industrial miracle; and that in the space of a few months one of the biggest business machines in existence has been created. The building of such an organization would ordinarily take years. But the need was bitter; and the result has been a feat unparalleled in the history of industrial and social work.

It is hard to adjust the mind to think of anything so tender and human as the Red Cross in industrial terms. And yet nothing could be more patent than that any plan for the relief of humanity on so vast a scale as this, must have its feet firmly on the earth—must, in other words, be run on a business basis.

There can be nothing abstract about it. The saving of lives and the relief of suffering, feeding the hungry, clothing the naked—these are not abstractions, nor can they be brought to pass by any mere desire to do good. Medicine by the ton, surgical supplies by the ship-load, food by the train-load, farm tractors by the hundred, lumber, tools, farm implements, and building material for a whole country-side, children's toys by the thousand, money by the million—these do not move from source to destination by the waving of a wand. To put them into use takes business skill and industrial strategy of the highest order.

The work had to be done without disturbing the existing activities for war-relief in Europe. Many of these the Red Cross absorbed; with others it cooperated. And the junction had to be effected with no slackening of the existing pace. Human lives depended on the feat being accomplished successfully. It was a race with time.

It was not an international slumming party; there was no room for dilettantes; it was not a case of a few well-to-do persons going in for relief work as a sort of side issue. It was and

is a terribly grim business; and the price of failure in it was not money but life and untold suffering. I don't know that any adequate impression of the grip of the whole enterprise is possible to those who have not been on the spot to see for themselves, and to have their hearts wrung by the comparative helplessness, even of the Red Cross, in the face of what Germany has done.

The problem that confronted the representatives of the American Red Cross when they landed in France was not one of money. The problem was to utilize for human relief the resources of France, already strained to the breaking point; and the resources of America, abundant but difficult to transport. It meant finding room in an order of things where there seemed to be no room. The transportation system of France was overloaded even more heavily than that of the United States; labor was hardly to be had because every able-bodied man was engaged in the direct work of the war; warehouses for every conceivable kind of supplies had to be found, or built, or created from buildings already existing—and all with the utmost speed to take care of shipments that had already arrived at the various ports of entry and had to be properly stored; shipping space had to be found to carry Red Cross supplies in hitherto unheard of quantities at a time when the establishment of our army in France was demanding all the cargo space there was.

A Man's Game

NOT only was it absolutely necessary to meet the need for immediate aid on a scale that would have taxed the resources of a completed organization with full warehouses, but it was necessary also to provide for the future by storing enough surplus supplies to meet the strain of any emergency that might arise any day from some gigantic battle.

The care of children in war-torn villages is not the least of the unparalleled services that the Red Cross is rendering the future.

Such provision for the future was imperative; so was the call of the present. And right on the horns of this dilemma, there must be no failure—positively no failure. It was a man's game.

The duties laid on the American Red Cross by the wants of the present were many and heavy. Its beneficiaries were soldiers and civilians, starved adults, tuberculous children, dying refugees from behind the German lines and shell-torn villages. They represented wants multitudinous, individual, and imperative. Confusion worse confounded might have resulted had the control been in weaker hands, and as it was, the avoidance of such confusion seems to have been the accomplishment of the impossible.

And there were minor problems. For one thing, there was the delicate task of coming into a foreign country, where the ways are not our ways, and the ideas differ from ours, and making ourselves indispensable without becoming obnoxious. I suppose mistakes were made; but the French believed in us, and their charity covered it all.

The work of the American Red Cross, as now organized, began along the Western front on June 12 under a commissioner stationed in Paris. With that commissioner was associated a staff of deputy commissioners, each of them picked for his expertness along some specialized line of work. Each of these was first assigned to investigate some subject which he was particularly fitted to look into—transportation, the building situation, medical service, labor, existing Red Cross methods, the work of other war relief organizations, and so on. And so the first thing was a preliminary survey.

As soon as the necessary data were at hand

the work began. There was no red tape, no rigid plan, no law but the law of common sense and humanity, and the need of the moment. From the beginning action was the keynote of the whole enterprise.

As soon as the terms of the problem began to define themselves, and the need for certain kinds of skill became evident, business organizers and expert social workers began to come from the United States. Here was a certain job to be done without fail, without loss of time, without a blunder. Back home, perhaps practicing law at the top of some tall building in Minneapolis or Chicago or Dayton; or standing at the helm of some big bank in New York or Philadelphia; or making \$75,000 a year as a world famous surgeon in Cleveland or San Francisco; or buying goods for some great company in Chicago; or managing the intricate traffic problems of some tangle of railroad track at Pittsburgh,—was the right man for the job. "We want you," said the Red Cross, "come along."—And he said "Of course," and came. He was a past master at that particular thing. He would make no false moves. He would waste neither time, energy, nor money. And the Red Cross got him.

Personal convenience and preference didn't count. It didn't matter whether the master craftsman wanted was making five thousand a year or a hundred thousand; it didn't figure whether leaving his work would knock his private affairs to pieces—the call reached him right where he was living; and he came. So the machine was forged. What has it produced? The record of one particular task—finding and making warehouse space for tons upon tons of relief supplies, is an illuminating example of what has been done in a business way.

A string of warehouses sprang like magic into existence along the whole Western front, ready to pass out material as it was needed, and drawing on the reserve warehouses further back from the front. Along with them sprang up great storage centers in Paris, growing constantly and able to respond to any possible call. There were floating warehouses in Belgium ready for any advances that might be made into the lowlands. There were receiving houses at all ports of entry, ready to take goods from the ships and distribute them by motor truck and railroad. There were purchase and supply stations in Great Britain, Spain, Portugal, Switzerland, and America, all acting as sources from which this mighty stream might be fed.

What's in the Warehouses

WHEN the Red Cross took hold Paris had 50,000 cubic feet of warehouse space for this work. Four months later there were 5,000,000. And the growth still goes on. Of course the establishment of the warehouses was the first thing to be done. They were, at first, able to handle about 10,000 tons of supplies a month. Now they are running full blast, and the figure has jumped to 100,000. There were twenty-five at last reports, six of them in Paris.

Here is an example of what happened when the warehouse problem first came up. Ships with hundreds of tons of supplies on board were already at the docks or on their way. There wasn't an hour to lose. Storage in a week or a month would not do. It was

needed on the spot. Moreover, it must be had economically.

A day's tour of Paris revealed one warehouse with 2,500,000 cubic yards of storage space. It had two railroad tracks. It was conveniently situated. It was just the thing for a flying start. It could be rented, said the owner, for 90 centimes—17 cents—a square meter. The Red Cross said 80. The owner accepted.

Then and Now

ABOUT six months ago we had 455,000 members. Today we have in excess of 22,000,000 members.

About six months ago we had 200 Chapters; today, including branches and auxiliaries, we have about 50,000.

Six months ago we had very few people working for the Red Cross; today we have in excess of ten million.

This development was due to two things; first, some way being pointed out to the American people as to how to work, because the people of this country, most of them, want to work, and all you have to do is to tell them how and what to do and you will find it will be done.

The other point was, we needed something of an inspiration from the other side, and that we have received in full measure. On the 31st day of last May our French Commission sailed for France, headed by Major Murphy. There were eighteen of them in number. About ten days ago Major Murphy sailed from France to come here, leaving that organization, not of eighteen, but of 2,500 American people.

H. P. DAVISON.

"Shake," said the Red Cross agent; and they shook. "Never mind the formal papers now," shouted the American as he started away. "I haven't a minute to lose. It must be ready for supplies in 48 hours."

"Impossible," exclaimed the Frenchman. He knew the condition of the place. It had been unused and unprepared for months. But the Red Cross man was used to little things like that.

He went out and sought labor. But there was no labor. Everyone was fighting or digging trenches, he was told.

"Give me some permissionnaires," he said. The French government said "take them."

So the Red Cross man got some more Red Cross men, and they hustled down to the principal railway "gares." There they picked up a hundred soldiers back from the trenches on a few days' leave who wanted to make a few francs. And with that help the job got itself done in the allotted two days.

In like manner the Red Cross took the old stables of the Compagnie Generale des Petites Voitures—the ancient stable of the Parisian cab-horses—for a warehouse, cleaned it up in eight days, and did the job at a saving of nearly 7000 francs.

The want of labor has made trouble from the start; but the French Government manages to see that it is forthcoming, even if it is necessary to detail regular soldier workmen for the purpose. One of the many strange sights of Paris these days is to be found in the court-yards of the Red Cross warehouses. The workers there range from the French *poilu* to the Indo-Chinese and the red-fuzzed Moroccan. Most of them are keen for the work. They know what it means.

Mere figures do not mean much to our jaded senses these days. It is too much like computing the distance to the sun. Still, 30 tons of smoking and chewing tobacco in one room is impressive. So are 500,000 blankets of real wool, destined for the homeless refugees of the devastated districts, and the repatriates sent back by Germany through Switzerland when she has starved them into mere husks of human beings. It gives you

a good feeling around the heart when you think of those 500,000 soft, warm blankets conserving the life of shrunken, starved bodies of feeble old folk and little children. It is good to think that it is the Red Cross that is making these things possible with its warehouses and its devotion; and that with a mighty and liberal hand, it picks up blankets, tobacco, gauze, shoes, whatever you care to name, in whatever quantity required, and scatters them over the length and breadth of France.

Ten million meters of gauze, 25,000 pairs of rubber gloves, 50,000 hot-water bags, 1,000,000 rolls of absorbent cotton, 100,000 thermometers, 5000 air cushions, 150,000 pairs of sheets, 50,000 yards of flannel, 50,000 pairs of light hospital shoes, 10,000 ice bags, 1500 wheel chairs, any number of crutches—those are some figures from the medical supplies of one warehouse. Thirty-five hundred French hospitals are receiving these supplies according to their need.

In another part of the same building are thousands of cases of knives, forks, spoons, cooking utensils, napkins, aprons, trousers, blouses, beds, stores, and the like. Such things are necessary because the Hun, wherever he evacuates France, strips it of every essential to civilized living. In the work of reconstruction, which is one of the most important branches of Red Cross service, these things must be forthcoming in a steady stream; and they are.

Still another section of the building has food. For instance: 25 tons of canned meat, 160 tons of macaroni, 80 tons of vermicelli, 350 tons of dried beans, 160 of split peas, 150 green coffee, 20 of peaches, 35 of ham, 90 of smoked and salted bacon, 15 of flour with milk powder, 65 of table oil, 120 of dried vegetables, 150 of lard, 80 of vegetable fats, 30 of condensed milk, 20 of steamed apples, 25 of corned beef, 9 of canned salmon—all in tons, mind you. It is leaking out all the time like water through a sieve, to feed thousands of mouths through France.

Much of it goes to the hospitals, and to the soldiers' canteens;—and the soldiers' canteen, be it said, is one of the best devices in existence for increasing the morale of the fighting man by substituting unlimited hot coffee, hot food, hot baths, shaves, cleanliness, and comfort for lice, mud, cold water and misery. It isn't much; it sounds like a little thing to give a bath and a hot drink and some food; but it makes them over, and it nerves them for more fighting as nothing else on earth can. The French fighter knows America is helping or is going to help with all manner of needful things; but it's at the canteen that that fact gets right into his heart by way of his stomach and stays there. He has no doubts after going to the canteen; and he has the heart to go on.

That same warehouse, like all the others, contains other things that minister to human need. Bolts of muslin, chintz curtains, bales of writing-paper—so the list goes on through the things that make life more livable, and even add to it a touch of visible beauty, so that the wounded soldier may forget the trench, and that men may remember that such a thing as beauty is still in the world. These things minister to the tired spirit.

So much for the warehouses—how they came into existence, and what they mean—or at least part of what they mean.



Wounded Private Atkins plays his way back to health in the grounds of a British hospital. American doctors and American dollars were helping rebuild war victims long before the United States "went in." We must now face the sober responsibility of caring for 100,000 wounded out of every million of our own troops that goes into action.

Transportation was a more difficult thing to handle because of its tendency to get worse instead of better if you do not fight hard all the time. The French and American governments are doing everything possible to keep Red Cross materials moving, but with the best that can be done, there is not enough transportation to go around.

One auxiliary means of keeping supplies moving has been the motor truck. The Red Cross uses very many motor trucks in Europe, and the number is constantly on the increase. The Red Cross has a department which looks after both rail and motor carriage; and the work is in the hands of men who can make the most of all available resources in that direction.

One thing that has helped enormously toward adequate shipping facilities has been the action of the Shipping Board, which allows the Red Cross cargo space on every steamer chartered by the Board. Many steamship lines have given space for this purpose free, with reductions in passenger rates to Red Cross nurses and representatives.

One of the biggest of all the Red Cross jobs is reconstruction work. Nothing in the whole Red Cross story appeals more strongly to the imagination than this attempt toward the economic reconstruction of France—for that is what it means;—no less. The rebuilding of razed towns of course is too big an undertaking for any private enterprise. But in many towns where a few buildings are left standing or where a limited amount of repairs will serve for a start, the Red Cross or one of the smaller groups of workers with whom the

Red Cross cooperates, is already at work. A new roof goes on here; a hole in the wall is repaired there; new doors and windows are needed in another place;—and thus some of the deserted villages that have been wrested from the Germans are being colonized with small and courageous groups who want to return to the soil, and who can be happy nowhere outside these ruins that were once their homes. The old order will never be wholly restored; but on these foundations will come something newer and better perhaps than rural France has ever known in the past.

Reconstruction Following the Hun

FOR the rapid prosecution of this work the architects and engineers of France have turned with enthusiasm to the work of reconstructing villages, and farm buildings on modern and sanitary lines, with an eye to more light and air than the French peasant and villager of the past has ever thought needful. It is not easy, because it must be done if possible without destroying the characteristic regional architecture. Plans are being worked out for typical farmhouses, barns, shops, and industrial village dwellings. The result will be a lifting of the whole plane of French industrial life, and a new and better economic fabric.

Most of this work is going on first in the best wheat producing regions, often in villages where the civil population has dropped from several hundred to a score. Man power has always been cheap in Europe, and time saving

agricultural machinery, such as is common in the United States, has never been widely used there. But it is being used now, and the Red Cross and coordinate groups of workers are introducing it. Not only are individual farmers and communities of farmers learning the use of farm machinery that they never have used before, but the French Government itself is operating 190 American tractors, divided into 19 teams. With these it has done wholesale plowing in the winter wheat area. The work is done for a small charge, 40 francs a hectare (2½ acres). For the farmers who return to the land with such help as this, the Red Cross helps to provide shelter.

Orchards, and everything destructible, the Huns have done away with as much as they could. But the situation can be handled. The French Government expects to nationalize all losses; and is already undertaking on an enormous scale the work of clearing away debris and attending to sanitary conditions.

The Red Cross does not merely intend to help; it does not merely wish to help; it is helping. And this is possible because the American Red Cross has its feet firmly on the earth, and because it has been able to utilize for an idealistic purpose that American genius for business which the outside world has been pleased to deride.

Perhaps we in America have been building out of what the dollar represents, the economic basis of a national idealism which may yet prove the greatest the world has ever seen.

Tiffin Goes To War

The Plan of This Ohio Community May Be Useful to Others Whose Efforts Are Wasted in a Confusion of Eager Effort

By A STAFF WRITER

Drawings by Charles E. Howell

HUNDREDS of rural communities throughout the United States which have tried to organize their activities for war and the service of the nation, have failed for want of a practicable way to do it. What they needed was an authentic recipe, proved by use, to take the place of paper theories; something that could be put into operation with reasonable certainty of success.

Here is the story of a community which has originated and carried out a plan that works. It can be applied, if properly adapted to local conditions and local needs, with every assurance that it will succeed. There is no magic about it; it won't manufacture energy and enterprise and patriotism—but it is capable of educating a community to the point where it will act and act effectively. That, I take it, is one urgent need of scores of communities to-day.

Seneca County, Ohio, began its war work like most other communities by making the usual mistakes. It mobilized along certain second-hand, conventional lines. And its mobilization was only a partial success. It didn't measure up to the occasion. Then the business men of the community cooked up a plan of their own, based on their experience of what was practicable and what was not. This they put into vigorous operation and their success was startling.

When war was declared, Seneca County, like a lot of other communities, was still hugging to its breast the fond notion that we could never really get mixed up in the thing. Seneca County is mainly agricultural. Its population is 40 per cent German or of German origin. Like most rural communities, it never had become highly organized; and General Apathy seemed to be leading the forces of the Kaiser on that particular front.

The immediate necessity for a Red Cross organization, for putting through the first Liberty Loan drive, for increasing the agricultural production, for recruiting local national guard companies, and the like, struck therefore on wide-awake citizens as an appalling thing—a task of impossible magnitude. In any ordinary community, under any ordinary conditions, it seemed, the job could be put through. But in Seneca County, Ohio, by nothing short of a miracle. That was the way it looked—just as it has looked in scores of other quiet, contented, prosperous communities throughout the United States.

Seneca County is situated about forty miles from Lake Erie. It has a population of 45,000. It is typical of the usual inland rural

community of the Middle West. It has for a county seat Tiffin, with 13,000 population. There is also Fostoria, with 10,000 population, on the western border of the county. These towns have some manufactures; but not enough to take away from the county its distinctively agricultural tone.

Though conditions seemed discouraging, and the outlook generally impossible, there was a bit of leaven in the dough which, as it happened, was destined to change things. That leaven was the Tiffin Chamber of Commerce.

This organization, or a group of men not to exceed fifty or sixty out of its total membership, was alive to the situation, got together and prepared to meet any emergency that might arise. They adopted the following resolution:

Whereas the United States Government is at war with alien enemies, and,

Whereas, the biggest job before the Government at this time is to win this war, therefore, be it

Resolved that the Chamber of Commerce of Tiffin be turned over to the Government for

Chamber of Commerce was that it at once solved the problem of expense in organizing and mobilizing Seneca County to do its bit in war work, a thing that has been the big impediment in so many country communities in getting good work done.

Food Came First

THE first task undertaken by the Chamber was to increase food production. Through its Agricultural Committee, the Chairman of which is the County Superintendent of Schools, the Chamber immediately began operations and made a farm to farm canvass of the entire county. It checked up the number of acres of land not being cultivated that were available for cultivation; it ascertained the ability of each farmer with his present equipment and labor supply to cultivate such unused land; and it found out whether the farmer had sufficient seed to put this land out to crops, etc. Every farmer was questioned; and as soon as John Smith, in debt for his last year's seed maybe, realized what it all meant, reaction was decisive.

On the basis of these figures, the next thing needed was an active campaign for bringing in farm labor. That amounted to a lot of hard work; but it bore fruit in the form of 235 farm hands for the county. At the same time the bankers were consulted; and they agreed to finance farmers shown by the survey to have insufficient capital, so that they might procure the necessary machinery, fertilizer and seed.

In a word, this first step in the campaign resulted in increasing the acreage in the county, approximately, 20 per cent; and incidentally it was of great benefit to the county financially.

The next move was the War Gardens Campaign. The chamber employed a brisk and very competent young man, who put in all his time on the job; and it provided him with a Ford car to conserve his time. This man kept hot the tires of his new car by making a quick survey of all the vacant property in the towns throughout the county. Then he got after the owners and

got permission to have their property cultivated. Next he bargained with a plowman to plow by the week and prepare this land for planting. Then he staked it off in small sections 40 x 100 feet. He bought garden implements, such as wheel cultivators and special tools of various kinds. Then he appealed to the High School students of the various towns in the county; and he also made a house to house canvass to interest the people of the various communities in war gardening. The result (Continued on page 44)



The Multiplicity of Appeals Became Confusing

handling any kind of Government work, and that the Secretary-Manager of the Chamber of Commerce is hereby instructed to give preference to Government work, and that the Chamber of Commerce bear the expense of such work where no Government appropriation can be secured.

That put at the disposal of the Government an organization with a paid representative on the job at all times to do anything and everything the Government might require done.

One important result of this action by the



Loosening the Government Grip

GOVERNMENT control of trade after the war does not receive unqualified support in all parts of the British business community. At the end of the autumn the government brought forward a bill under which it would, by a system of licenses, be able to control the exports and imports of the United Kingdom for three years after the war; if the bill went upon the statute book the government could stop exports or imports as to concern, article, kind, or country.

The reasons advanced for the proposal appear to lie in the certainty that at the end of the war there will need to be concentration upon importation of materials and equipment for industry, and likewise prevention of exportation of machinery or other articles required for the speediest possible rehabilitation of war-work plants. Like considerations have given rise to some expectation that England will maintain its operation of the British merchant marine for some time into the period of peace.

The suggestion of policy on the part of the government has caused something of a stir. Perhaps this is natural, since the genius of British government lies largely in persistent discussion. In this instance, deputations from commercial organizations have insisted that, at the least, the period should be shortened to a year and all decisions should be made in consultation with advisory committees of the industries which are affected.

Perhaps by way of making plain that the bill regarding exports and imports is not the whole story, the government has also introduced its "non-ferrous metals bill." The title of the bill is not very illuminating, but the substance is unmistakable. It is designed to prevent anyone in England who has not a license from the government dealing in such war metals as copper, tin, zinc, and nickel, for a period of five years after the war, and anyone who has ever been a subject of an enemy country may not have a license.

This measure, too, has stirred some opposition, and the reasons run to the effect that, notwithstanding free-traders' objections, the conclusions of the Economic Conference at Paris are not altogether a dead letter, at least in the mind of the present British government.

More Power For Business Bodies

TRADE organizations, according to the view of the British Minister of Reconstruction, are to be very comprehensive and thoroughgoing enterprises in England. He wishes each one to include every enterprise in its industry.

When, after the war, he arranges for importation of raw materials, he wishes the trade associations to undertake allocation of the supplies among their members.

In other ways, too, he would have trade organizations perform very essential functions in changing industrial England from a war-footing to readiness for the conquests of peace. Each organization is to survey the needs of its members for new equipment in machinery, thus making possible a definite policy on the part of the government in solving a great industrial problem. Besides, each one may explore the possibilities of new developments for the industry, maintain a bureau of information regarding the best methods of production, and have common facilities for gathering data about possibilities of foreign trade. For the protection of consumers publicity would be invoked. Taken all-in-all, the organizations which the Minister of Reconstruction desires would be very real affairs, if they worked out according to specifications.

England will not be alone in developing trade organizations. In Austria there is a General Commission for War and Transition Economy, under which trade associations have received authority to act as "war or economic combines," with far-reaching administrative powers.

This use of associations, it was indicated in December, is to be greatly expanded. In Austria these organizations are to act in many matters upon instructions from the government.

Our Mission—

FOR the red ravage that the foe
Spreads through the world,
the bitter, slow
Death of the drowned,
the broken Word,
We prime the gun, we bare the sword!

Not greed for empire, lust for power
Have led us onward to this Hour,—
The slow persuasion of the Just
Is ours, that strikes
because it must,—
So beat the drum and blow the fife,
Our mission is not Death, but Life!

By HARRY KEMP



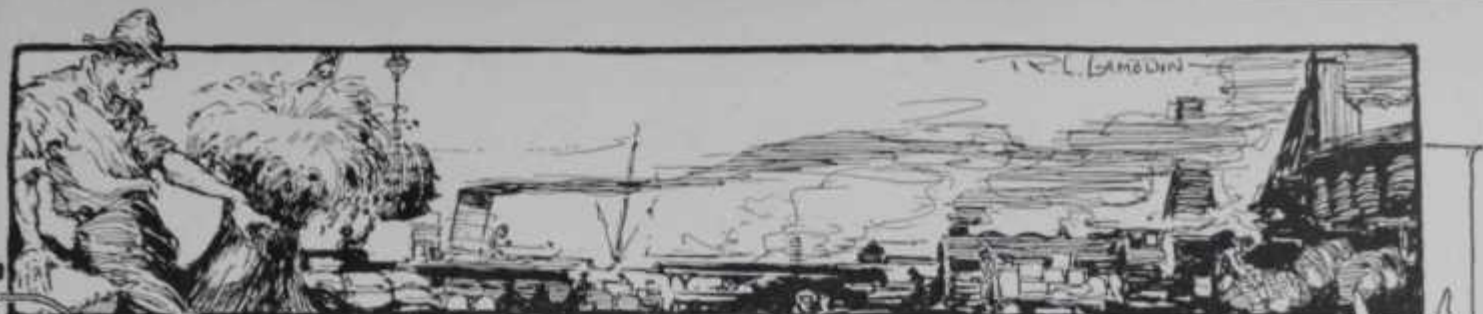
Centralization

SHIPPING control in England, whatever the justice of shipowners' complaints regarding the compensation that is allowed them, has some results to show in round figures. The Naval Sea Transport Branch of the Ministry of Shipping in eight months of 1917 carried 4,000,000 persons, 12,000,000 tons of stores, 300,000 animals, and 100,000 guns and vehicles. At the same time the Commercial Branch was carrying something like 12,000,000 tons of sugar, grain, ores, and the like.

The Ministry of Shipping also goes ashore. In other words, it has an organization which sees that loading and discharge goes on apace at the

ports, and that there are facilities for the work in hand. It has erected transit sheds, provided accommodations for storage, and has under way the construction of immense national granaries.

The case for shipping control during war has been summed up in England. It has resulted, it is said, in importation of a greater amount of cargo than in 1916, in carriage to England during the summer of 1917 of more grain and flour than during the preceding summer, in meeting increased civil and military requirements of the Allies for shipping, in taking overseas an



increased tonnage of coal and petroleum for warships, auxiliaries, and transports, and in accomplishing a greater amount of total work with fewer ships than were available in 1916.

If such a display of achievement means that the submarine is being met with increased efficiency, Germany's professors of economics may soon insist that the submarines be interned for the rest of the war.

Peas and Queues

QUEUES have been rather common in England of late, —not the sort the Chinese have been energetically discarding but a much more practical kind; for they have been lines of persons who sought their allotments of margarine, sugar, tea, and the rest. In other words, queues have been unescapable indications that plans of distribution had gone awry. For this reason queues have been no more pleasant sight for officials than our own foragers for coal. Perhaps there should be comfort, however, because there were not more queues, with England controlling from the field of production to the retail shop the principal foodstuffs of its people,—wheat, flour, meat, potatoes, sugar, tea, butter, cheese, peas, beans, rice, sago, tapioca, oats, and corn products.

All queues in England have not, however, been unpleasant for official beholders. Queues at the "tank banks" caused real satisfaction. Taking a hint from our use of a tank that was lent to us last autumn, British authorities sent out tanks which were loaded, not with machine guns and ammunition, but with government bonds in small denominations and war savings certificates. The idea "took." Tanks sold bonds and certificates in the amount of \$5,000,000 in a day at Edinburgh, and \$31,000,000 in six days at Birmingham. In the "provinces" the tanks garnered in something like \$130,000,000 in one drive. That was a considerable feat in "selling bonds over the counter," even for tanks.

More Fairs Than Ever

FAIRS are having a revival. When the European war got well started, several of the allied countries recalled the importance of the Leipzig fairs, at New Year's, Easter, and Michaelmas, with their offerings of furs, glass, textiles, and leather and their annual sales running up toward \$50,000,000.

In their own way, they set out to do likewise.

The sample fair at Lyons, France, has been one of the successful new ventures. Last year it is credited with transactions involving \$80,000,000. At this fair, which opens this year on March 1, American manufacturers can have their

catalogues displayed without cost to them, except for postage which they should see is wholly prepaid. They should address "The American Consul, Lyons, France (Catalogues for Fair of 1918)."

The British Industries Fair, likewise to be at London repeated in March, has given rise to a similar fair under government auspices at Glasgow.

The latest news about fairs comes from Japan. Six important Japanese chambers of commerce have decided to hold a Chino-Japan Industrial Exposition in the autumn of 1918 at Peking, and apparently are prepared to spend for the successful promotion of the enterprise at least a million dollars.

Smuts in a New Field

APRIORITY ministry is the latest fashion in discussion at London. The idea is that there should be a central control which would deal with the competition among war-making departments. In spite of the dominance of the Ministry of Munitions in gathering the materials of war, there has come to be very keen rivalry for preference in deliveries on the part of the Munitions Ministry, the War Office, the Admiralty, and the Ministry of Shipping.

Against the proposal it is argued that the priorities section of each department has by intimate experience accumulated a great deal of special knowledge which cannot be passed along to a new staff. Other difficulties are mentioned including the dearth of offices for a new ministry; the mere housing of offices in London has become such a problem that there has been a suggestion the air service should occupy the British Museum. Against such sacrilege pro-

tests promptly rose from so many quarters that the Cabinet had to deliberate upon the subject, and make reassuring statements in Parliament.

Meanwhile, interdepartmental conflicts regarding priorities continue. To adjust them a subcommittee of the Cabinet has been formed, with General Smuts as chairman. This eminent commander should draw much assistance in his new task from his successful experiences in solving the riddles of tropical jungles in Africa, where not so long ago he hunted down the last German forces.

Each Man His Own Court

SUMPTUARY laws smack so much of the fiat of an absolute monarch that they have had no great place in our own war-time discussions. Of course, we had a brief furor over "non-essentials," but that word has become almost taboo, and the notion of an arbitrary (Concluded on page 30)

—And His Mission

THE Kaiser in addressing German recruits at Potsdam, said recently:

Only one is master in the Empire, and I am that one; I will tolerate no other.

I represent monarchy by the grace of God.

You must all have one will, and that is my will; there is only one law, and that is my law.

If I order you to shoot down your relatives, brothers—yes, even your parents—you must obey me without murmuring.

And again September 13, 1914:

The spirit of God has descended upon me because I am German Emperor.

I am the instrument of the Most High.

I am His sword, His representative on earth.

Woe and death to those who oppose my will! Death to the infidel who denies my mission!

Let all the enemies of the German nation perish!

God demands their destruction—God, who by my mouth summons you to carry out His decrees.

MARS' HAND AT THE PLOW

Industries in the Throes of War Organization Might Take as a Guide This Record of How the Implement Men United to Aid Their Government

By C. S. BRANTINGHAM

Chairman Agricultural Implement Committee

EDITOR'S NOTE: Here is a detail of a national transformation that is going on, the significance of which for the most part, is unnoticed by American business. The government is encouraging individual industries, where they are needed by the Government, to pool their resources and to delegate full powers to committees which will arrange for raw material for the industry, decide upon prices and allot contracts.

This is new doctrine for our Government. It is safe to predict that something more than vestiges of

this present day development will remain when the country faces the momentous problems of reconstruction. The far-reaching plans that England has under way to increase enormously the direct power and responsibility of business organizations after the war are commented upon editorially in this issue. Austria also is strengthening the potentiality of her trade associations.

Teamwork of Government and business is a bright augury. This fact alone makes Mr. Brantingham's article doubly significant.

AT the outbreak of the war the farm implement and machinery industry felt that there was a distinct place for us in the necessities of the country. War was declared on the 6th of April, and on the 12th we called together our executive committee and appointed a war emergency committee. At the same time we tendered the services of the association to the government, through the Department of Agriculture, and went down to Washington to see in what way we could be of assistance.

Our motive was two-fold. In the first place, we felt that we could be of real patriotic assistance to the government by presenting the industry in a way that the government could deal with it through this committee. We also felt that if we did not come to Washington and present our case it would be only a question of time when the industry would be very badly crippled for lack of something.

Naturally, we thought that it would more likely be materials than anything else. It has developed that the material situation from that time forward has, step by step, been growing more and more serious, and it looks to-day as though it would continue in that way. During this time the government has been developing—and I wish to say, as far as my observation goes, very commendably—certain organizations.

For instance, there is to-day a War Industries Board, and it is manned by the ablest men that can be brought together to assist in that work, and men expert in their lines. So that when we have a question to take up, if it pertains to pig-iron, there is an expert pig-iron man there. If it is steel, there is an expert steel man; and other lines that we have to deal with are represented.

As to our own particular work, we have devoted our efforts very largely to the question of priority. We have presented to the Priorities Committee a brief, setting forth the needs of our industry, the facilities, and the like. We first presented it to the original Priorities Committee, which was a branch of the Munitions Board of the Council of National Defense. Later we presented it to the Priorities Committee of the War Industries Board, and with them we are now working.

They requested that we appoint a com-

mittee, to be known as the Farm Implements Committee, and the Farm Implements Committee to-day represents the entire industry of the United States. It is not confined to the membership of the association, and I would like to emphasize that feature of the work a little.

The government desires that when it deals with a committee that it may be dealing with the industry. It does not want to deal with a fraction of the industry through an association. Our association represents approximately ninety per cent of the productive volume in the country, and possibly seventy per cent, or thereabouts, in number.

After this committee was appointed and its work gone over in our executive committee, we took it up at our annual convention in October, 1917, and had it approved there. Then letters were sent out to the members of the industry who were not members of the association, and we received their approval to represent them.

An Effective Committee

OUR committee has endeavored, during all this time, to represent the non-member just as conscientiously as we have the member, to represent the smaller manufacturer as strongly and actively as the larger manufacturer. We feel that in that there has been an element of strength, and we believe that that is the only way that a committee can represent an industry.

The number on our committee is five. Possibly a larger number might be needed for some industries. In the selection of our five members we undertook to name men who represented the important part of the industry in volume, as well as one or two representing smaller fractions, but we have believed, and we still believe, that the important thing is to get men near enough together geographically so that they can meet easily. We are holding weekly meetings of our committee each Thursday. The longest distance that any member has to travel is a night's ride, and of course that is comparatively easy. If we had members who had to travel, say, twenty-four hours, it would be rather difficult.

There is all the time something of importance to be done. The Priorities Com-

mittee of the War Industries Board have recognized our committee, and they are working with us. Every inquiry that comes in from any manufacturer, whether it comes to Washington direct or to our Chicago office, is referred to our committee. Manufacturers make out an application, a form that we have adopted and presented to them, together with a book of instructions. We go over the application and determine whether it is in accord with the rules laid down by the Priorities Committee. They are then sent to Washington. The authority to pass on applications is lodged solely in the Priorities Committee. But I am pleased to say that none that we have recommended has been declined. A few have been sent back for correction, showing that the Priorities Committee is working effectively with our committee.

In the formation of the committees representing the various trades it seems to me that those committees should be selective and not elective. My belief is that if the chairman of an executive committee, or association—who must be a man in whom you have confidence, or he would not be in the position—is given the authority to make appointments, perhaps in consultation with some of the members, you will get a more energetic, effective, working committee. An elected committee, if proposals are made from all over the room when there is a meeting, very frequently gets a very excellent man, but he will not work. Or there is some reason why he is not qualified.

Our feeling is that there are two or three qualities that are necessary for an effective committee man. In the first place, we believe that he must have thoroughly in his constitution, and in his heart and soul, the belief that the needs of the country come first. That in the next place he must be more loyal to his industry than he is to his own individual plant. In other words, that he can be an effective man only if he can have a broad enough vision to see the needs of that industry, and work unselfishly for it. Then, we naturally recognize that he must be a man of ability, well versed in the line in which he is engaged; that he must be willing to work, and attend meetings, and that he must have the confidence of the people in the industry, and that the committee must be molded together with the

idea of harmony. It is our belief that all those things working together will permit an industry to come to Washington, receive an audience, and do the things that the government wants done in the most effective way.

It seems almost impossible for the authorities in Washington to deal with a scattered industry. A hundred or two hundred men dropping in, taking up the time of the effective men in the War Industries Board, or in the various branches of the government, is not helpful. It is destructive.

On the other hand, the needs of the government, and the needs of the industry, in my judgment, are going to drive every single one of us to associations. They are going to drive us to committee work. If we want our materials, if we want transportation, if we want fuel, we are going to be obliged to be good, whether we want to or not. It is a great deal easier to do it voluntarily than to be told that if we want materials and this, that and the other, we must organize.

It might be interesting to take an example of dealing with the government through our committee and tell how the order was arranged for with the government, how the price was arrived at, how the order was allocated to the various people in that industry, how the materials for the people in that industry were placed, and how the order was completed.

Take as an example an inquiry for three thousand tractors, farm tractors, to be shipped to France. It has been put up to our committee to gather the data as to the prices, as to the deliveries, and all that is necessary to complete the transaction.

Our committee, for its own protection, invites all of the manufacturers interested in

the manufacture of that particular product, and who can comply with the requirements, to make their own proposals to us, and we in turn send those original proposals to the department at Washington, which, in this instance, happened to be the Food Administration Department. They pass on the question of which they want, from their own information, and when that is completed, they advise the different makers direct. In our industry we wanted to have each member feel that he was directly in contact with the buyer and that his own words were transmitted to the government.

Regarding escort wagons, we appointed what was known originally as the War Vehicle Committee. That committee took up with the industry what each one could furnish. The manufacturers laid down on the table their costs, and they discussed with the government the percentage of profit that they were entitled to. The average cost of all the plants was taken as the cost. The first lot of wagons was ten thousand, the second lot was thirty-four or thirty-five thousand.

The average price in the first lot was \$185 each. Everybody knew it. It was public property in the industry. Materials had advanced when the second lot was let, and I believe that the price on that was fixed at \$195. They are now negotiating for the third lot, which will take seventy-five to eighty per cent of the product of all the plants, and perhaps make it very difficult for farmers to get farm wagons for the next year or two. That order will be fixed on another figure, based on the price of labor and materials. That was all compiled.

The government fixed the percentage of profit that they were willing to allow. That is the way the price was fixed.

On the buying end, we appointed a purchasing committee. That took a very large amount of wood material, in lumber and in wheel stock, and so forth. This buying committee meets every Thursday, they go over the needs of the different members, they have fixed a price that should be paid for the different kinds of lumber in accordance with the market conditions.

A Lesson in Price Fixing

MEMBERS are asked not to overbid the prices fixed. If a particular mill has an order for all that it can take, no other member goes to that mill and bids them up, because that member would be asked to explain why he was disturbing the market. That was because they soon found, when this order was placed, that the price of material shot away up in the air, and without any justification, and it was to control that situation. Of course, it would be impossible for anyone to make a price to the government based on certain prices of material, and then have the prices advanced sharply before he had time to procure his materials. The prices on which they figure their costs are the prices established by this committee, and are the prices that are used in the dealings with these makers, and the mill men were thoroughly satisfied. If they got more than the prices fixed it would be profiteering at the expense of the government.

At our annual convention, and at every opportunity we have had to express ourselves, we have passed resolutions, and have made them very emphatic, that we were against profiteering, either on the part of others dealing with us, or in our dealings with others.



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Times change. Not only do they change, but they sometimes reverse themselves. Men once forged swords into ploughshares at the ends of their wars. Now the sword has become an empty symbol of authority—while the plow is an active and vital arm in the struggle. Food is as important as powder. These Hungarian women are an example of war labor conditions in Europe. There are 80,000 women farm workers in England. To ease the burden on the peasant women and old men of France, the United States Food Administration is sending over 1,500 farm tractors to help them with the spring plowing.

OUR CONGRESSIONAL RECORD

War Isn't the Only Thing to Talk About—As Witness the Discussions of Our Lawmakers Which Include the Weather, Votes for Women, Shirts for Seminole Indians, Col. House's Title and Biting Personalities on Beauty and Raiment

THE weather was once considered an impersonal agent of no nationality whose chief purpose was to furnish an excuse for conversation between awkward couples. This winter saw a decided and unfortunate change.

The weather showed its true colors and came out frankly on the side of autocracy. The legions under General J. Frost charged down upon our fevered preparation with lances tipped with icicles; its heavy artillery pounded away with barrages of sleet and snow; its fleets of ice floes blockaded our ports; it tied our desperate railroads into knots, and cut our lines of fuel communication at the same time making the need of coal more insistent.

Wherefore and because of these things, it was only to be expected that when the matter of a fresh appropriation for the Government Weather Bureau came before Congress, the solons wrapped their winter togas more closely about their chilled forms and turned upon the otherwise frosty subject the fires of their displeasure:

MR. MADDEN, of Illinois. Is this the bureau, the chief of which publishes a statement every afternoon or evening, or morning, as the case may be, in which he sets forth that the wind may be in the north, veer to the south, and turn to the west, and that it will be cloudy, and that the sun will shine a few minutes later, and that it may possibly rain or it may possibly be dry? [Laughter.]

MR. LEVER, of South Carolina. This is the regular Weather Bureau service.

MR. MADDEN. So this is the bureau from which the statement such as I have made is published is it?

MR. LEVER. I am not willing to admit that. [Laughter.]

MR. MADDEN. A great many people always after reading the report are in doubt as to what the meaning of the report is. When I read it I always conclude that no matter what happens, the chief of the bureau has tried to hit it with some word or other that he has put into the statement.

MR. LEVER. That is a wise thing.

MR. MADDEN. But he never makes a statement with any intention of getting at the facts. He has certainly become adroit in the use of words, and sometimes it is said by a great many people that the reports of the Weather Bureau are not of much value in the way they are made. I think there are some private institutions in the United States that make weather reports, and these are relied on to a much greater extent than the reports made by the Agricultural Department.

MR. BORLAND, of Missouri. The gentleman doubtless refers to Prof. Hicks. [Laughter.]

MR. MADDEN. I think the private reports are much more reliable than the reports we are getting from the Department of Agriculture, that cost \$1,900,000 a year. Of course, I suppose it is not possible for any man, no matter who he is or how scientific he may be, or how much knowledge he has concerning the movements of the stars and the heavens, and the moon, and faith, and all that, to tell exactly what is going to happen; but it seems to me he ought to come as near telling the truth as it is possible for him to tell it; and it very frequently happens that just the reverse of his predictions comes to pass. What does the gentleman in charge of this bill have to say about the inaccuracy of these reports?

MR. LEVER. The information that has come to the committee is to the effect that the fore-

casts of the Weather Bureau show a percentage of accuracy of 80. In other words, they hit it 80 times out of 100. That is pretty good forecasting.

MR. MADDEN. The gentleman means that some word in the statement will be found to fit the situation. In reading these reports I have found myself wondering who the necromancer was who found the words that were put into the prediction, because they turn double somersaults and loop the loop five or six times, and then come back and make a straightforward movement, and then put on the reverse lever and move backward, and then veer to the northeast, and sometimes back to the southwest, and finally reach a conclusion that is very much in doubt.

MR. LEVER. Well, they are dealing with the wind.

MR. MADDEN. I thought they were dealing in science.

MR. MCFADDEN, of Pa. I should like to ask the chairman of the committee, in view of the kind of weather we have been having for the last two months, whether he thinks we should continue this appropriation?

MR. LEVER. I think we ought to increase it. [Laughter.]

Anent Our Noiseless Envoy

THE mysterious comings and goings of Colonel House, the origin of his title, his exact calling in life, arouse much speculation.

MR. STONE, of Missouri. It is common talk around that Col. House is the personal representative of the President.

MR. PENROSE, of Pennsylvania. Can the Senator inform me who he is and what he does represent?

MR. STONE. Yes; I can tell you.

MR. PENROSE. If the Senator knows him very well, I would like to have a little sidelight on the colonel. [Laughter on the floor and in the galleries.]

THE PRESIDING OFFICER. The occupants of the galleries must preserve order.

MR. LEWIS, of Ill. Mr. President, I rise to request that the Presiding Officer shall inform the occupants of the galleries that the rule of the Senate is contrary to that of the House, that where the House allows displays we have no such rule in this body.

THE PRESIDING OFFICER. I think the occupants of the galleries have been so advised.

MR. PENROSE. They have been advised for the last 130 years, Mr. President.

MR. STONE. And without result.

MR. PENROSE. Without effect, and they will be advised for another 130 years to the same effect.

MR. STONE. The Senator from Pennsylvania asked me to give him a little sidelight on Col. House. If I thought it necessary, I should indulge him with that performance, but I do not think it is necessary to say more than a word or two.

Col. House was a very successful business man in Texas, and it is to his credit to say that he wrought out a great career in the great State of Texas. He was a success as a business man. He accumulated sufficient of the world's goods to live in leisure if he desired to do so. He is a friend of the President. The President knows him. The President esteems him as a man of exceptional ability. He has sent him on various

missions. They are intimate friends. The President thinks that here and there on important occasions he is the best man he can designate to perform an important public service.

MR. PENROSE. Where did he get his military title?

MR. STONE. I do not know.

MR. PENROSE. I am curious to know. I want to get his full pedigree.

MR. STONE. I do not know. In Missouri and elsewhere I meet so many men who are called colonel—

MR. PENROSE. They are numerous in some of the Southern States.

MR. STONE. They are very numerous.

MR. LEWIS. If the Senator will allow me, if the Senator is serious in his inquiry and the information is at all important, the Senator may be advised that the title of "colonel" is that which was granted him by the governor of Texas, serving on the staff of the governor of Texas in the office of colonel. And, Mr. President, if the Senator will still allow, I beg to suggest at this time that that title as applied to many eminent gentlemen in every State of the Union is never used with disdain nor contempt when it has been obtained in that honorable manner.

Sartorial and Senatorial

CONSERVATION turns to the great American institution, the investigation, and incidentally discloses the relative charms, sartorial and God-given, of the fastidious Senator from Illinois and his imposing colleague from Pennsylvania.

MR. LEWIS. The Senator from Pennsylvania promises the Senate that at a future early day he will enter generally upon an indictment as to all the matters which he feels are the shortcomings of the administration, particularly as to the conduct of the war. When that time arrives I take it there will be Senators on both sides of this Chamber who will see that justice is done to those to whom an injustice may be done, if such shall be, by the Senator from Pennsylvania. But, Mr. President—

MR. PENROSE. Mr. President, will the Senator, as a part of that programme, help me to get through a little resolution I have offered requesting the names of the gentlemen and lady employees of the Creel Literary Bureau?

MR. LEWIS. I can understand from the Senator's general social habit that his desire to get the names of the lady members might be personal. [Laughter.]

MR. PENROSE. If I were capable of exciting the admiration of the fair sex like the Senator from Illinois, I would be rejoiced; but the day would not be long enough nor would I be skillful enough to have the artistic temperament to adorn myself like the Senator from Illinois so as to attract the fair sex. [Laughter.]

MR. LEWIS. Mr. President, amidst the uproarious acclaim of the Senator from Pennsylvania in the galleries—a source to which he usually appeals by his speech, and seldom to the reason or wisdom of the lower floor—I lost much of his animadversion; but I take it that the last part of his remark was that he could not compete with me touching progress toward the lady members of the Creel cabinet for lack of ability of self-adornment, or adornment of himself by himself, or something of the kind. Let the Senator understand that if it is a matter of adornment that is attractive, I, poor me, would have to apply that to myself.

He can lay the unction to his soul that nature has been so generous to him as to give him those courtly proportions that need only present themselves to the sight of a lady to have her succumb to immediate surrender. [Laughter.]

(Continued on page 46)



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THE conventional picture of the Washington Monument shows it towering over its lordly lawns and sweeping avenues. Here is a more homely—and significant—view. It is taken from the market district where the good housewives of the capital go to practice the new economy that is to help Hoover save 75,000,000 bushels of wheat for our allies and double the amount of meat products we are sending them.

"STARVATION—IT WORKS FOR GERMANY" The Outlaw Nation Broke All Rules of Justice and Economics to Enslave Polish Labor

By F. C. WALCOTT

Of the United States Food Administration

A YEAR ago I went to Poland to learn its facts concerning the remnant of a people that had been decimated by war. The country had been twice devastated. First the Russian army swept through it and then the Germans. Along the roadside from Warsaw to Pinsk, the present firing line, 230 miles, nearly half a million people had died of hunger and cold. The way was strewn with their bones picked clean by the crows. With their usual thrift, the Germans were collecting the larger bones to be milled into fertilizer, but finger and toe bones lay on the ground with the mud covered and rain soaked clothing.

Wicker baskets were scattered along the way—the basket in which the baby swings from the father in every peasant home. Every mile there were scores of them, each one telling a death. I started to count, but after a little I had to give it up, there were so many.

That is the desolation one saw along the great road from Warsaw to Pinsk, mile after mile, more than two hundred miles. They told me a million people were made homeless in six weeks of the German drive in August and September, 1916. They told me four hundred thousand died on the way. The rest, scarcely half alive, got through with the Russian army. Many of these have been sent to Siberia; it is these people whom the Paderewski committee is trying to relieve.

In the refugee camps, 300,000 survivors of the flight were gathered by the Germans, members of broken families. They were lodged in jerry-built barracks, scarcely water-proof, unlighted, unwarmed in the dead of winter. Their clothes, where the buttons were lost, were sewed on. There were no conveniences, they had not even been able to wash for weeks. Filth and infection from vermin were spreading. They were famished, their daily ration a cup of soup and a piece of bread as big as my fist.

Ignoble Labor or Starvation

IN Warsaw, which had not been destroyed, a city of one million inhabitants, one of the most prosperous cities of Europe before the war, the streets were lined with people in the pang of starvation. Famished and rain-soaked, they squatted there, with their elbows on their knees or leaning against the buildings, too feeble to lift a hand for a bit of money or a morsel of bread if one offered it, perishing of hunger and cold. Charity did what it could. The rich gave all that they had, the poor shared their last crust. Hundreds of thousands were perishing. Day and night the picture is before my eyes—a people starving, a nation dying.

In that situation, the German commander issued a proclamation. Every able-bodied Pole was bidden to Germany to work. If any refused, let no other Pole give him to eat, not so much as a mouthful, under penalty of German military law.

This is the choice the German government gives to the conquered Pole, to the husband and father of a starving family: Leave your

family to die or survive as the case may be. Leave your country which is destroyed, to work in Germany for its further destruction. If you are obstinate, we shall see that you surely starve.

Staying with his folk, he is doomed and they are not saved; the father and husband can do nothing for them, he only adds to their risk and suffering. Leaving them, he will be cut off from his family, they may never hear from him again nor he from them. Germany will set him to work that a German workman may be released to fight against his own land and people. He shall be lodged in barracks, behind barbed wire entanglements, under armed guard. He shall sleep on the bare ground with a single thin blanket. He shall be scantily fed and his earnings shall be taken from him to pay for his food.

That is the choice which the German government offers to a proud, sensitive, high strung people. Death or slavery.

When a Pole gave me that proclamation, I was boiling.

But I had to restrain myself. I was practically the only foreign

civilian in the country and I wanted to get food to the people. That was what I was there for and I must not for any cause jeopardize the undertaking. I asked Governor General Von Beseler, "Can this be true?"

"Really, I cannot say," he replied, "I have signed so many proclamations; ask General Von Kries."

So I asked General Von Kries. "General, this is a civilized people. Can this be true?"

"Yes," he said, "it is true"—with an air of adding, "Why not?"

I dared not trust myself to speak; I turned to go. "Wait," he said. And he explained to me how Germany, official Germany, regards the state of subject peoples.

Even now I find it hard to describe in comprehensible terms the mind of official Germany, which dominates and shapes all German thought and action. Yet it is as hard, as clear-cut, as real as

any material thing. I saw it in Poland, I saw the same thing in Belgium. I hear of it in Serbia and Roumania. For weeks it was always before me, always the same. Officers talked freely, frankly, directly. All the staff officers have the same view.

Let me try to tell it, as General Von Kries told me, in Poland, in the midst of a dying nation. Germany is destined to rule the world, or at least a great part of it. The German people are so much human material for building the German state, other people do not count. All is for the glory and might of the German state. The lives of human beings are to be conserved only if it makes for the state's advancement, their lives are to be sacrificed if it is to the state's advantage. The state is all, the people are nothing.

Conquered people signify little in the German account. Life, liberty, happiness, human sentiment, family ties, grace and generous impulse, these have no place beside the one concern, the greatness of the German state.

Starvation must excite no pity; sympathy must not be allowed, if it hampers the main design of promoting Germany's ends.

"Starvation is here," said General Von Kries. "Candidly, we would like to see it relieved; we fear our soldiers may be unfavorably affected by the things that they see. But since it is here, starvation must serve our purpose. So we set it to work for Germany. By starvation we can accomplish in two or three years in East Poland more than we have in West Poland, which is East Prussia, in the last hundred years. With that in view, we propose to turn this force to our advantage."

"This country is meant for Germany," continued the keeper of starving Poland. "It is a rich alluvial country which Germany has needed for some generations."

We propose to remove the able-bodied working Poles from this country. It leaves it open for the inflow of German working people as fast as we can spare them.

They will occupy it and work it. Then with a cunning smile, "Can't you see how it works out? By and by we shall give back freedom to Poland. When that happens Poland will appear automatically as a German province."

In Belgium, General Von Bissing told me exactly the same thing. "If the relief of Belgium breaks down we can force the industrial population into Germany through starvation and colonize other Belgians in Mesopotamia where we have planned large irrigation works; Germans will then overrun Belgium. Then when the war is over and freedom is given back to Belgium, it will be a German Belgium that is restored. Belgium will be a German province and we have Antwerp—which is what we are after."

In Poland, the able-bodied men are being removed to relieve the German workman and make the land vacant for Germany. In Belgium, the men are deported that the coun-



ry may be a German colony. In Serbia, where three-fourths of a million people out of three millions have perished miserably in the last three years, Germany hardens its heart, shuts its eyes to the suffering, thinks only of Germany's gain. In Armenia, six hundred thousand people were slain in cold blood by Kurds and Turks under the domination and leadership of German officers—Germany looking on, indifferent to the horror and woe, intent only on seizing the opportunity thus given. War, famine, pestilence—these bring to the German mind no appeal for humane effort, only the resolution to profit from them to the utmost that the German state may be powerful and great.

That is not all. Removing the men, that the land may be vacant for German occupation, that German stock may replace Belgians, Poles, Serbians, Armenians, and now Roumanians, Germany does more. Women left captive are enslaved. Germany makes all manner of lust its instrumentality.

The other day a friend of mine told me of a man just returned from Northern France. "I cannot tell you the details," he said, "man to man, I don't want to repeat what I heard." Some of the things he did tell—shocking mutilation and moral murder. He told of women, by the score, in occupied territory of Northern France, prisoned in underground dungeons, tethered for the use of their bodies by officers and men.

If this is not a piece of the Prussian system, it is the logical product of disregard of the rights of others.

Such is the German mind as it was disclosed to me in several weeks' contact with officers of the staff. Treaties are scraps of paper, if they hinder German aims. Treachery is condoned and praised, if it falls in with German interest. Men, lands, countries are German prizes. Populations are to be destroyed or enslaved so Germany may gain. Women are Germany's prey, children are spoils of war. God gave Germany the Hohenzollern and together they are destined to rule Europe and, eventually, the world—thus reasons the Kaiser.

Coolly, deliberately, officers of the German staff, permeated by this monstrous philosophy, discuss the denationalization of peoples, the destruction of nations, the undoing of other civilizations, for Germany's account.

Under the Prussian System

IN all the world such a thing has never been. The human mind has never conceived the like. Even among barbarians, the thing would be incredible. The mind can scarcely grasp the fact that these things are proposed and done by a modern government professing a Christian government in the family of civilized nations.

This I have seen. I could not believe it unless I had seen it through and through. For several weeks I lived with it; I went all about it and back of it; inside and out it was shown to me—until finally I came to realize that the incredible was true. It is monstrous, it is unthinkable, but it exists. It is the Prussian system.

This system has got to be rooted out. If it takes everything in the world, if it takes every one of us, this abomination must be overthrown. It must be ended or the world is not worth living in. No matter how long it

takes, no matter how much it costs, we must endure to the end with agonized France, with imperiled Britain, with shattered Belgium, with shaken Russia.

We must hope that Germany will have a new birth as Russia is being reborn. We must pray, as we fight against the evil that is in Germany, that the good which is in Germany



may somehow prevail. We must trust that in the end a Germany

really great with the strength of a wonderful race may find its place as one of the brotherhood of nations in the new world that is to be.

The responsibility of success or failure rests now upon our shoulders; the eyes of the world are anxiously watching us. Are we going to be able to rise to the emergency, throw off our inefficiency, and prove that Democracy is safe for the world?

A New Tonic for Weary Soils

AS the democracies of the world stand with arms in their hands to protect the rights they have wrung from the ages, there is urgent need for every blade of wheat and dagger of corn that can be made to break through the free soil of America. Bread and meat mean strength for the arm that smites; cotton means food for the cannon and clothes for the soldiers' backs.

While they may fail to realize it, the question of fertilizers is one of the greatest importance to every man, woman and child in the republic. Never before was there such a persistent and heavy demand for every sort of means that will act as a tonic on tired soils or add an extra grain to the ear of corn. This demand is hampered because the war has practically put an end to the importation of potash and other materials used for enriching our lands.

But the matter has not been allowed to rest there. If one sort of fertilizer is not to be had—others must be found. One of the latest recruits is peat. Peat has long been known and used as fuel, but its great value as a stimulant for jaded soils has not been so generally recognized.

The bogs of New Jersey—whose fame once rested on the crop of summer mosquitoes—have been found to contain vast deposits of this new fertilizer. Another locality where the production of peat for this purpose has been undertaken on a large scale is Whiteside

County, Illinois. It is claimed that this natural fertilizer may be obtained in limitless quantities from our marshes and bottoms and that it can be produced at a cost lower than any now in use.

While the possibilities of peat in this direction have long been known to scientists, its discovery in Illinois was made independently of anything that had been done in laboratories or written in studies. Perhaps it is just as well that the find was made by practical men who put it to immediate use.

In Whiteside County, paralleling the course of the Mississippi River on its eastern side, is an enormous area known as the River Bottoms. When in geological ages the course of the Mississippi was changed at this point, there was left behind a deposit of preserved vegetable matter varying in depth from ten to thirty feet. The deposit is in the form of a dark, fibrous, spongy material, very similar in appearance to the peat obtained from the bogs of Ireland, which is used as fuel.

Some years ago a test of this peat deposit indicated that it would make an excellent fuel when pressed into bricks, and a factory for this purpose was erected. But the cost of treating the peat in this manner was found to be excessive and the enterprise was abandoned.

On some of the cleared land, however, the superintendent of the factory started a small garden and the results were so amazing that he could hardly believe his eyes. Everything that was planted came up so quickly and in such abundance that the spot became the wonder of all the neighboring farmers. A half acre planted to onions, for instance, produced 400 bushels, or at the rate of 800 bushels per acre. Celery, potatoes, beans, and corn were planted with similar results.

This set the superintendent to thinking and he had a sample of the peat analyzed. This analysis showed that it was rich in many elements essential to plant growth, and he decided that even if the peat could not be utilized in the manufacture of fuel, it would make an ideal fertilizer. The factory, accordingly, was changed from a fuel to a fertilizer establishment, and now there is a ready market for all that can be produced.

The area now being worked in Whiteside County covers some 3000 acres and about 30 tons a day are handled during nine months of the year. The peat is excavated along a small canal running through the property. This canal, by the way, connects with the canal now being constructed by the government to drain the River Bottoms. When this canal is completed it will result in lowering the water level about two feet throughout the bottoms and will also take care of all the surplus water from the surrounding hills. This will facilitate the digging and drying of the peat, which is the only problem connected with the production of the fertilizer. After a heavy rain the peat soaks up the water like a sponge, thus delaying the work. But with good drainage this difficulty will be most all entirely overcome.

At present the peat, after being excavated, is left lying on the banks of the small canal to dry out partially for a day or two. It is then hauled to the mill, placed under a shed, and allowed to cure a week or ten days. Next it is fed into a dryer in the form of a huge six-foot revolving cylinder heated to a temperature of 1700 degrees Fahrenheit. About thirty minutes are (Concluded on page 38)

Each Man His Own Court

(Continued from page 23)

national black-list during the period of war has been discarded for a set of principles which turn about the central idea of allocation of materials and other supplies as they are most needed.

To be sure, small boys in England are without a doubt pretty nearly unanimous in the opinion that they are victims of a sumptuary law, since on January 1 it became illegal to make, sell, or buy ice cream. But in this regulation there was a reason, in the state of the milk supply. Their elders, too, are being regulated in regard to their shoes; here again there was an obvious reason, in the condition of the leather supply.

For real sumptuary laws we have to revert to earlier times. Solon in all his wisdom frowned upon Greek extravagance at banquets and funerals. Somewhat later, but still a century or two before Christ, Ancient Rome was so exhausted after its struggles against Hannibal and his Carthaginians that it curbed the fancy of women in raiment and the excesses of men in food and drink. In the Middle Ages a French king joined the Pope and the cardinals in abolishing long-toed shoes, although his remarks referred to vanity and not to a scarcity of sound leather. Even Queen Elizabeth found an extravagance to exterminate, in ruffs.

The question today is, how far will the folk in a democracy undertake to be arbiters over their own whims and fancies, and prevent the possibility of a man on horseback—or worse still, a man in a swivel chair,—from issuing fiat in the fashion of the good old days of Solon and the Middle Ages.

Jam and Justice

HOARDING is punished with a heavy hand in England. Marie Corelli, the novelist, was ascertained by the authorities to have acquired 83 pounds of sugar, in addition to preserving sugar, and 43 pounds of tea during November. They investigated, found 475 pounds of jam and learned there were nine persons in the household. Although the novelist protested that any allegation she

was a hoarder was a lie, and went on to predict a revolution, the court proceeded on an even course and assessed a fine of \$250.

"U-Boat to Starboard, Ma'm"

A SHIP CAPTAIN has been defined as a contrary person who, while possessed of a positive aim, is nevertheless without convictions of any description, except at the crucial moment. Now that a woman has become a captain in the Italian merchant marine the wits may have a chance to observe what havoc can be done to ancient tradition.

New Tricks for an Old Dog

THE Board of Trade Journal, which is so venerable a British institution as to have attained its hundredth volume on January 1, 1918, has celebrated the occasion by undergoing a revolution.

As an official publication of the information about commerce and trade which the British government has to distribute to British concerns it has had very real usefulness in the form of a weekly publication of octavo size. On January 3 it grew both in dimensions and in content. It took on the appearance of a weekly commercial newspaper, and began the publication of special articles. For instance, under the title of "After-War Trade" it deals broadly with reports of various departmental committees, by way of introducing a series of subsequent articles regarding details of these reports.

The new Journal undoubtedly points the direction of British interest, both official and industrial. Perhaps the recent action of the British government in sending a special trade commissioner to South America is also indicative of its interest in trade. This commissioner is understood to represent some one hundred and thirty British firms making jewelry and silverware. He is to obtain names of purchasers, collect catalogues and samples of German goods, and give information regarding British goods that may replace them. He will not take orders, however. One half the expense is met by the government and the other half by the participating firms.

transportation and distribution of munitions, and by munitions, the bill declares, is meant anything required for war purposes, and anything required for transportation of such things.

Under such a bill a high degree of concentration in the business side of making war would be possible, if the President chose to take from the War Department, the Navy Department, and all other existing agencies their present powers within the range of the jurisdiction the director of munitions might exercise and confer them upon him. Thereupon, the director of munitions might find himself simultaneously getting rubber from the Amazon, saltpeter from Chile, petroleum from Mexico and Peru, antimony from China, tin from Java,—in fact seeking materials in every corner of the globe, following them through the processes which result in the myriad things modern armies and navies require, and having his task completed only when deliveries had actually been made to the armed forces. Naturally such a job would require a large staff specialized into many departments. Although the director of munitions would not, according to the bill, have a place in the Cabinet, he might outrank the whole Cabinet in the importance of the duties for which he would have direct responsibility.

War Cabinet

A COMPANION bill which has been discussed in the Senate would create a War Cabinet,—three distinguished citizens of demonstrated executive ability who, like present Cabinet officers, would be appointed by the President and confirmed by the Senate. Unlike the director of munitions, the War Cabinet would not have to await an assignment of duties to be made by the President. It would have immediate powers to formulate policies for vigorous prosecution of the war, to decide how the departments of the government should be coordinated, and to come to conclusions for adjustment of differences that arise among the departments. Apparently, however, the bill does not permit the War Cabinet to proceed forthwith to put into execution the decisions it reaches, since its orders to the various departments are expressly stated to be subject to review by the President.

On February 6 a bill was introduced in the Senate upon behalf of the Administration. This measure attacks the problem from a new direction. It would allow the President to undertake an entire reorganization of the executive agencies of the government. The powers already conferred by law upon departments, bureaus, and commissions would not be changed, but they could be taken by the President from the agencies designated in the law, concentrated in a new agency, or divided and scattered, as the President might think necessary "for the national security and defense, for the successful prosecution of the war, for the support and maintenance of the army and navy, for the better utilization of resources and industries, and for the more effective exercise and more efficient administration by the President of his powers as Commander-in-Chief of the land and naval forces."

Under this bill the President could appoint a director of munitions, confer on him all the powers contemplated in the bill that has been reported to the Senate, and then add the Federal Trade Commission's inquisitorial powers, the Treasury Department's task as national tax-collector, the duty of the Department of Justice to conduct prosecutions under the Sherman act, or (Concluded on page 34)

Investigations Forecast the Trend of New War Measures

Central Control, Financial Assistance for War Industries, and Railroad Legislation Are Foremost in the Discussions of Congress

CONGRESS has been considering many things, without finality of conclusion. As a result of investigations and discussions in committee, which have occupied great attention in the first two months of the session, much legislation of importance may take form as the spring advances, but the nature of new enactments on many points cannot yet be forecast.

Central Control

THE machinery for the business side of war has come in for considerable debate. To the organization for the military side of war Congress had earlier given some consideration. Legislative outline of the organization which would provide the materials and equipment did not appear until the summer of 1916, when authority was granted for a Council of National Defense and an Advisory Commission of men with special knowledge of industries, public utilities, or development of natural resources. Subsequently, there has been leg-

islation for particular purposes, such as the laws of last October for the insurance of soldiers and sailors and for the Aircraft Board.

Director of Munitions

SOME proposals for the knitting together of the business negotiations and undertakings of the government appeared early in January. On January 18 the Senate Committee on Military Affairs recommended that a bill creating an executive agency to be known as the director of munitions should be passed. Appointment to this office would be by the President, with confirmation by the Senate.

The bill itself does not confer any duties upon this official. What the director of munitions would actually have to do is left to the President, who could take from any agency of the government powers of a certain kind and confer them upon the new official. The kind of powers in question would be authority to purchase, provide for, supervise and control the procurement, manufacture,



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A White List of Business Books

By JOHN COTTON DANA

Librarian, Free Public Library, Newark, N. J.

TO a man who wishes to get, for example, the facts about trade with South America, all books are "reference" books. If he knows how to use print to gain his facts, he does not say to the librarian, "Give me a book to read on South America."

He says, "Find me all the recent things you have on Trade with South America." And then he "refers" to all the books, journals, government documents, pamphlets of many kinds and a pile of maps and charts which are spread before him. To "read" any one of them would be a waste of time. To "refer" to them all with the skill of a trained printer, is to start himself on the road to knowledge of the subject.

Now, the habit and the power of "referring" skillfully to all that a well-equipped library can supply on a given subject, are things the business man very naturally has not. They are not in his line. He should hire them. In the libraries of the country are several thousand persons with this habit and this power, ready and eager to put themselves at the service of the men who need them. Their respective communities have hired them and they would rather, especially in these days of industrial pressure, help an industrialist of their city than anybody else. Of course, the big industrialist has a collection of print in his own works, with a person with the habit and power of print-using in charge of it!

But there are books which are well and properly known as Reference Books. They are condensed information; sometimes universal, like a general encyclopedia, sometimes special like a gazetteer. The central offices of big concerns can get along with none or very few of them,—as in most cases has been proved by the fact that they have done so. But now, more than ever, the central offices are learning that a book, say, at five dollars, costs only a day's wages of a good assistant, and earns its cost fifty times a year.

A Case in Point

THAT you can buy for the year's salary of one competent man the ever-ready services of a few thousand clever brains,—this fact has been known for a long time. Few businesses have taken advantage of the fact,—in this country. If to buy and have at hand these "Concentrated Knowledges" in the form of Reference Books had become the nation-wide custom of business houses, these White Lists would have been quite unnecessary.

Further exhortations on this subject would be useless, and there is no space for them. But this might be added,—that right now when it is harder than ever to find well-informed and experienced helpers for office, bank, factory or store; for buying, making,

selling or shipping,—right now, when an executive can multiply the knowledge of his whole staff by spending a few dollars on a package of books,—and making his staff use them,—it is not to America's credit that it isn't done oftener!

I'll take the space for one very elementary illustration. You make shoe-strings,—a very good kind. You advertise them. You and your ad-man have run out of ideas. Having ceased to sniff at book-learning, you send the ad-man to Webster's dictionary, a book which several thousand wise men have been nearly a hundred years in making good. You say to him, "In this book look up the words Shoe, String, Tie, Bow, Buckle (buckles came in with Queen Anne), Tape, (you make the tape string), and Weave. Note origins, meanings, quotations, references to persons and events. Follow up references to other words. Chase down everything you see that bears on the art of holding a shoe on a foot. Then, write me a shoe-string story out of that dictionary." The ad-man will be surprised, and so will you. And you will have ideas for a campaign of advertising with picture, story, history, poetry and what-not, and can make your public believe that the world is all held together with a shoe-string!

General Reference Books

Some business houses may need an encyclopedia in their office or library. For many it would not be necessary. The Britannica, of course, is the best, but in some ways perhaps not the most useful for an American business man because there is not as much American information.

The New International Encyclopedia, second edition, 1914-16, 23 v., Dodd, Mead & Company, \$120. The most recent standard encyclopedia, and good for the average office.

Appleton's New Practical Encyclopedia, 1915, 6 v., Appleton, \$24. In most offices where an encyclopedia is needed, this

smaller and much less expensive one would probably be satisfactory.

New International Year Book, annual, supplement to Encyclopedia, Dodd, Mead & Company, \$5. Indispensable.

Standard Dictionary, 1913, \$12. Most useful for business purposes. All information under one alphabet.

Webster's New International Dictionary, 1913, \$12. If you prefer Webster you'll be in good company.

Rand, McNally's Commercial Atlas of America, annual, \$15. Corrected each year, and this makes it most valuable. Maps are indexed. Railroads, steamship lines, interurban lines, are shown. Nearest mailing points and railroad connections are given. Maps of

largest cities.

Philip's Mercantile Marine Atlas, 1915, London \$3. Maps of all foreign countries. Especially designed for exporters and business houses. Distances between ports, depths of waters, wireless stations, etc., with a complete index.

World Almanac and Encyclopedia, annual, Press Publishing Company, New York, 25 cents. For current figures and facts this is the quickest source of information. It will answer probably 25% of the questions that come up in everyday business experience.

The Brooklyn Daily Eagle Almanac, annual, \$1. Answers many of the same questions that the World Almanac answers, also others of a similar nature. Lists of clubs and associations.

Statesmen's Year Book, annual, Macmillan, \$3.50. A marvelous product of book-making skill. Current information about foreign countries,—government, commerce, transportation, government officials. For each country it gives important publications of the government and list of books on that country. Statistics cover several years.

American Newspaper Annual and Directory, N. W. Ayer & Son, Philadelphia, \$5. A list of all newspapers and periodicals published in U. S., Territories, Canada, Cuba and West Indies, arranged by states and cities. A list of trade papers for different industries. For each city there is information about industries, institutions, railroads, note of bank or nearest banking place, distance and direction from some important place.

For Business Reference

Pitman's Commercial Encyclopedia and Dictionary of Business, edited by J. A. Slater, 1912, 4 vols., \$12. Published in England and in technical details gives English usage. American practice frequently given also. On business subjects it is valuable for information not found in ordinary encyclopedias.

Legal Forms, L. A. Jones, 1915, Bobbs-Merrill, \$4. Forms used in business, with variations to meet particular needs. Explanatory notes.

U. S. Official Postal Guide, Post Office Department, Washington, D. C. Annual with monthly supplements, 75 cents. Answers questions about mail rates and regulations. The complete list of post offices in U. S. is useful as a gazetteer. A time-saver.

Corporate Organization and Management, T. Conyngham, 1917, Ronald Press, \$5. Information needed by corporation officials.

Thomas' Register of American Manufacturers and First Hands in All Lines. Annual, Thomas Pub. Co., N. Y., \$15. The purchasing department can find here names of manufacturers and jobbers of any article, or for any trade name, with officers and branch houses. From it the sales (Concluded on page 38)





54 Men in one organization are training for bigger responsibilities

The Robbins & Myers Company, Springfield, Ohio, is the world's largest exclusive manufacturer of electric fans and small motors.

In this organization, fifty-four men are enrolled in the Alexander Hamilton Institute.

The number includes the Vice-President and General Manager, the Treasurer, Secretary, Superintendent, as well as younger men.

Every man of the fifty-four in this progressive organization enrolled with a definite object in mind—to better himself and his condition by broadening his business vision.

Training for success in business

They enrolled because they appreciate that the one best and most practical way to do this is to get a grasp of the basic principles of business—to acquire a definite knowledge of the fundamentals upon which all successful businesses are based.

The Department Heads—thru the very fact of their being heads—appreciate the necessity for this mine of business information for the successful conduct of their executive positions.

The assistants and younger men realize that *promotion* comes only with *preparation*. They are getting the training which will be

the all-important factor when the opportunity for promotion comes.

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This opportunity exists in every organization just the same as in the Robbins & Myers Company. It is a measure to be reckoned with by every man and concern in business.

The war is bringing these opportunities in more organizations and with greater frequency than the business world has ever known before.

You men who head businesses—when the time comes for a shift in your personnel, will there be inconvenience and lost motion due to inability to find the right man for the right job?

Or, will you be able to place your hands on several of your own men, any one of whom you know to be prepared?

The more men you have available, who know business fundamentals, the quicker the adjustment—the less lost motion—the less "breaking in" and consequent interruption in production and routine.

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The same need is there for the mastery of these fundamentals to maintain that structure and to insure its growth.

And you younger men who are looking ahead. When the shift comes—will you go up, stand still or slide down?

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Men enrolled

In the Standard Oil Company 291 men are enrolled in the Alexander Hamilton Institute; in the United States Steel Corporation, 450; in the National Cash Register Company, 194; in the Pennsylvania Railroad Company, 122; in the General Electric Company, 399—and so on down the list of the biggest concerns in America.

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New War Measures

(Continued from page 30)

any other related or unrelated functions of the federal government. He could create a War Cabinet, too, if he chose, make it as large or as small as conditions seemed to warrant, and confer on it all the present executive powers of the federal government. In other words, the President would be made free, during the war, to disregard the accumulation of laws regarding organization and create any new form of organization he might consider useful.

Government Operation of Railways

FORTY days after the government took over the operation of the railways the bill which deals with the compensation the private owners are to receive, regulation of rates during governmental control, and the time when operation will be relinquished to the owners came from committee in the Senate and a similar bill was immediately afterward reported to the House.

In the interval many questions of importance had been thrashed over. For instance, although the United States Employees Compensation Commission formally decided that all the 1,700,000 persons employed by the roads had become federal employees, almost no one else appeared to agree, and all question of applying the federal workmen's compensation law to them seems to have been dropped.

Discussions in committee appeared to make plain many points regarding the present status of the railroads. The private ownership has, of course, not been disturbed; control of operation, however, has passed to the government. At the same time the actual operation remains with the owning corporations, these corporations are subject to suit in the usual way if they cause damage, their

employees have no new relation, their taxes to the state are payable as usual, and the government is not a party to any action they may bring in the courts. To these statements, to be sure, there are some provisos; for example, a person who sues a railway and gets judgment cannot levy execution by seizing a locomotive and chaining it to the rails; such action would interfere with the operation of the road; but the judgment creditor may levy upon any property of the road which is not essential to operation. Besides, the Director General of the Railways believes that, although the government may not intervene in a legal action and officers and employees are not officers and employees of the United States, the government if it does not like the conduct of a suit in which a controlled railway is concerned may forthwith discharge the railways' counsel and substitute a man to its liking.

Thus, it would appear that railroad corporations have attained a brand-new eminence for their kind,—the importance of being conscripted for the conduct of war. Their employees and officers are left free of the perils and inconveniences of martial law, but as bodies corporate they themselves have been drafted into the national army. The analogy is very perfect, too; for some of the roads have been rejected upon examination as to their place in the transportation scheme.

Compensation

EXIGENCIES of war may produce all manner of results for the roads over the operation of which the government has taken control. In order to offset the chance of loss to any road the government in effect will offer to become a guarantor for each railway that it will have during the period of federal control an amount of net earnings equal to the

average over the three years ended last June,—i. e., a lean year and two good years, of which the composite, according to a majority of the Senate Committee on Commerce, should reflect neither poverty nor riches.

This guarantee is not to be thrust upon any road; the Constitutional provision against taking of private property for public use without just compensation would prevent such a violent procedure. Accordingly, the President is authorized by the bill to enter into a contract with such roads as are willing to accept the guarantee as proposed. It is apparently expected that most of the seventy-five railways which among them carry 90 per cent of the country's traffic will enter into voluntary agreements of this kind.

If a road does not care to enter into such a contract, it may accept 90 per cent of the payments it would receive under the guarantee and place the question of just compensation before a board of three referees appointed by the Interstate Commerce Commission; on the basis of the referees' conclusion the President may a second time afford a road an opportunity to make a voluntary agreement. If negotiations still fail, either the government or the railroad may take the question to the Court of Claims, where the finding of the referees will be prima facie evidence of the amount of just compensation and the facts their award states.

In effect the government guarantees that, after paying the expenses of operation, maintenance, and taxes, the railways together with the Pullman Company and private car lines, which are also controlled, will have around \$945,000,000 a year. This is about 3.52 per cent on their book value. If receipts of the roads are not sufficient to reach this figure the government will make up the balance; if their receipts go above the guaranteed figure, the excess will go to the United States, according to the Senate bill, and be placed in the general fund provided for the government's expenses for guarantees, equipment, and the like. By the terms of the House bill any excess will become the property of the United States.

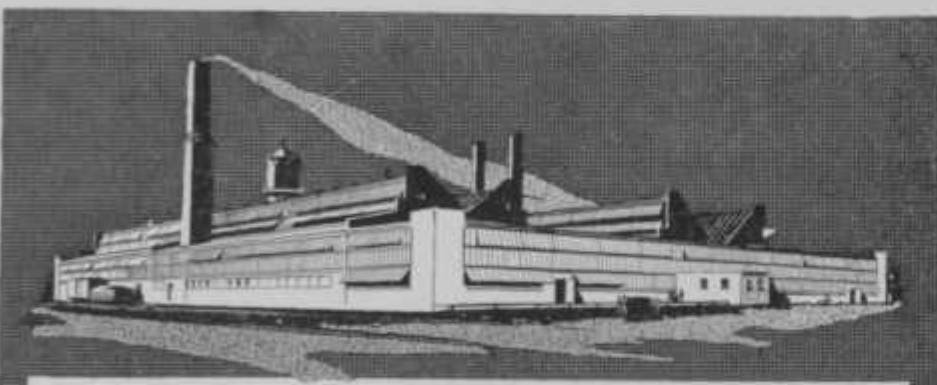
The general purpose is to enable the roads to make their customary payments of interest and dividends to the 600,000 holders of their bonds and stocks. The principle is that during the war security-holders should receive certain, regular, and moderate dividends, but that extra and unexpected dividends should not be permitted. On behalf of roads which are in such a position as to make the guarantee clearly inequitable there is a special provision to the effect that the President may make with them such agreements as to returns as he may find just in each particular case.

Taxes

ALL ordinary taxes, state and national, are to be included in the expenses which the government's guarantee covers, but the federal war taxes assessed under the Act of October 3, 1917,—i. e., war income and excess-profits taxes,—fall upon the roads themselves, and are outside the guarantee. These taxes have not as yet been ascertained but are expected to be somewhere between fifty and ninety million dollars. In other words, this amount of taxation will tend to decrease dividends.

Regulation of Rates

THE House and Senate committees have not come to the same conclusion regarding rates the railways may charge the public, while their operation is under federal control. The former would give the President complete control over rates, allowing the Interstate Commerce Commission to hear complaints



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and place before the President, for such action as he deems wise, the conclusions it reaches. The Senate committee takes the ground that, while the President might have authority to initiate new rates, his orders should be reviewed by the Interstate Commerce Commission, upon complaint. In making this recommendation the Senate committee refers to the interest of commercial organizations in rates, and says that every safeguard should be thrown around the great productive activities of the country; that there may be confidence they will be protected from unnecessary embarrassment.

Duration of Control

AS the bill was originally presented on January 4 federal control of railway operation was to continue until Congress subsequently took action to end it. In support of this suggestion it was urged that comprehensive and new legislation should be enacted by Congress in regulation of railways before private operation is resumed, and that the time necessary to formulate such legislation could not be foreseen.

Both House and Senate committees decided that such a provision would introduce into the situation an undesirable degree of uncertainty. The Senate committee recommended that federal control should be limited expressly to a period ending within 18 months after peace is declared; the House committee adopted 24 months. Before July 1, 1918, federal control may be relinquished as to any line, upon the government's initiative, and at any time afterward, and before the end of the maximum period, it may be ended by agreement with a road.

Financial Operations

THE railways have in the last three years been making new investments averaging around \$375,000,000 a year. Of course, new investments will have to continue. Besides, the government estimates that outstanding railroad obligations will mature in the next four years roughly as follows:

1918.....	\$182,000,000
1919.....	188,000,000
1920.....	186,000,000
1921.....	440,000,000

With the government itself in the market for great sums of money, the pending legislation undertakes to require the government's approval as a condition precedent to any new capital issues on the part of the railways, and allows the government to use any part of the \$500,000,000 provided for use in connection with railway affairs to purchase such issues, whether for new capital purposes or put out to refund maturing bonds and notes. The government could pay any price that did not exceed par and could sell the securities to the public at any time that seemed appropriate in view of the government's own demands upon the money market, making its selling price not less than cost. In taking these securities the government would presumably make a profit, while it held them, since it would pay for its money the rate prevailing for Liberty Loans, whereas it would ordinarily receive from the railway companies at least one per cent more.

Control of Other Capital Issues

OF course, if the government is to control the money market in the interest of its own needs it has to consider the requirements of enterprises other than railways for new capital and for means to meet maturing obligations. According to one unofficial estimate maturities of all kinds which fall in 1918

reach a total of \$741,000,000. Aside from railway maturities they are supposed to be approximately:

Public Utilities.....	\$224,000,000
Industrials.....	182,000,000
State, County and Municipals.....	120,000,000

Priorities in Capital Issues

ON January 21 the Federal Reserve Board intimated the nature of plans which it was formulating to control new capital issues by enterprises other than railways, thus adopting the principle now in effect in England for several years, where there is a Capital Issues Committee which exercises its influence through voluntary cooperation on the part of bankers and business men.

The Reserve Board said that there must be conservation of credit as well as of goods, and that credit, generally speaking, should not be used except where it is required for the common welfare, as in planting crops, the manufacture of necessary articles, or in such construction work as may be essential in bringing about increased production.

A week later the Board announced that, at the request of the Secretary of the Treasury, it had formulated a plan, under which it would undertake to establish priorities for demands upon the credit of the country, aside from the needs of the government and the railroads. The plan starts with a Capital Issues Committee of the Board itself, Messrs. Warburg, Delano, and Hamlin. For this committee there is an advisory committee of three members, and a special counsel. In each Federal Reserve District there is a local committee of five, and these local committees are requested to call in additional advisers as circumstances make appropriate. Regarding proposed issues by public utilities and industrial enterprises exceeding \$500,000 and issues of states, counties, and municipalities for \$100,000 or more the advice of the Capital

Issues Committee is expected to be taken, if the securities have maturities over a year. For issues in smaller amounts, too, the Committee desires cooperation from all persons that are concerned. Applications are to be addressed to the Committee at Washington; when necessary they will then be sent to the district committees for investigation.

Intrinsic merits of issues are not passed upon by the Capital Issues Committee, but only the question whether or not the objects for which money is to be raised and spent are essential to the national welfare under existing conditions.

The operation of this plan rests upon voluntary cooperation. Exchanges and similar institutions, however, may take action which will add to the necessity of cooperation. In fact, the New York Stock Exchange has already decided not to list new issues unless a certificate has been obtained from the Capital Issues Committee.

Compulsory Licenses

ON February 4, however, a bill was introduced which would make it unlawful, under criminal penalties, to offer a new capital issue without prior approval. The purpose of this bill is to restrict unnecessary capital expenditures. Railroad issues would be left to be dealt with as outlined above, but other issues with a par value exceeding \$100,000 would be included. Borrowing could proceed, without license, in the ordinary course of business as distinguished from borrowing for capital purposes. Compulsion is substituted in this bill, according to the Secretary of the Treasury, in order that by refusing to cooperate under a voluntary plan unpatriotic persons may not have an advantage over those who are patriotic.

War Finance Corporation

ACCORDING to this bill license of new capital issues would be in the control of a new agency, the War Finance Corporation,

Business Readjustment to War

will be the dominant note of the Sixth Annual Meeting of the United States Chamber of Commerce at Chicago, April 10, 11 and 12. Readjustment and again readjustment, is the order of the Great War. How to turn each unit of industry into an integral part of the war machine will call for interchange of opinion, examination of consequences, and the exercise of deliberate judgment on the part of American Business, all to the end "that the sword shall not be sheathed until the purpose for which it was drawn has been accomplished."

AS in the past, the leaders in business and government will have places on the program. Arrangements are under way to accommodate two thousand Councillors and Delegates. Headquarters for the Board of Directors and committees will be the Congress Hotel where registration will take place.

THE National Council will meet on April 9 in the gold room of the Congress Hotel. All general meetings will be held at the Chicago Auditorium. Details in regard to further arrangements will be sent out from time to time.

THE CHAMBER OF COMMERCE OF THE UNITED STATES

composed of the Secretary of the Treasury and four other persons to be appointed by the Secretary and approved by the President. Statements have been made, however, that licensing would actually be conducted through the Capital Issues Committee, which has been described above.

The corporation would have a charter for 10 years, but would begin to wind up its affairs within six months after the termination of war. Its capital would be \$500,000,000, supplied by the government.

Financial Assistance

THE main purpose of the corporation would be to render financial assistance to enterprises which contribute toward the prosecution of the war and are not able to obtain funds on reasonable or practicable terms from the public, or through regular banking channels.

Such an enterprise, when in need of money, would in the ordinary case go to its bank, which in turn would go to the War Finance Corporation and ask for an advance for any length of time up to five years. Besides, if a bank were in need of funds because it could not realize without sacrifice upon loans it had already made to the class of enterprises which

is in question, or upon their securities which it had bought, it could likewise obtain an advance from the Corporation.

These advances would normally be for 75 per cent of the loan which the bank is to make, —in other words, a bank would furnish one-quarter of the funds and the Corporation three-quarters. As security a bank would give the Corporation its own promissory note secured with the note or other obligation of the original borrower together with all the collateral the borrower placed with the bank.

An advance might become 100 per cent of the bank's loan if the bank furnished additional collateral of a market value equal at least to 25 per cent of the loan, and added further collateral as the Corporation might from time to time require.

In the event the bank seeks advances because of loans it has already made, or securities it has purchased, it would provide security upon the same principle as if it were obtaining an advance. This and the other opportunities afforded by the bill are not limited to national banks, but are open to state banks, trust companies, and private bankers.

Savings banks, too, would have access to the

facilities of the Corporation to the extent of obtaining advances for 90 days, giving their notes and pledging securities of such character as the Corporation approved, and with a market value of 125 per cent of the advance. On these advances the interest rate would be at least one per cent over the Reserve Board's rate of discount for ninety-day commercial paper.

In exceptional cases an enterprise could obtain a direct advance from the Corporation. The period could not exceed five years, but otherwise the terms, the security required, etc., would be in the Corporation's discretion.

Corporation's Own Notes

AS a floating charge upon all assets held, notes to an aggregate of \$4,000,000,000 could be issued by the Corporation itself, to be sold or to be paid over to banks or enterprises obtaining advances. These notes could run from one to five years, and would be free from taxation to the same extent as the bonds of the last Liberty Loan. In advances they would have to be taken at par, but at private or public sale they might be disposed of by the Corporation at such prices as it determined.

These notes could be dealt in by Federal Reserve Banks to the same extent as government bonds that do not carry the circulation privilege. Paper secured by them could be discounted by Federal Reserve Banks, and such paper, with the approval of the Federal Reserve Board, might be used like other eligible paper as a basis for issue of Federal Reserve notes; against such notes, however, the Reserve Board might make a special interest charge, as a means of restricting their issues and getting them back out of circulation as soon as possible.

The net earnings of the Corporation would constitute a reserve fund, to be held until liquidation of its affairs is complete, and then any balance paid to the United States.

Secretary's Statement

IN urging enactment of the bill for a War Finance Corporation the Secretary of the Treasury refers to the difficulties public utilities have recently encountered in seeking capital, for the reason the government has preempted the market. At present the law does not permit our Federal Reserve Banks to make advances to member banks upon the security of stocks and bonds, except government bonds, thus placing them in a more restricted position than European central banks. As a war measure, the Secretary says, this disability, which results in a discrimination against public utilities and other enterprises which may have a vital connection with conduct of war, should be removed.

Other Funds

A FUND of \$100,000,000 to be used by the government in purchasing farm-loan bonds issued by the federal system for credits based on agricultural lands was created by Congress in January, and is already being used.

Very recently a bill has been introduced in the House for the purpose of providing \$60,000,000 which the government might use in purchasing bonds of the First and Second Liberty Loans as a means of maintaining the market at par.

Waterways

THE legislation which is pending with respect to federal control of railway operation also authorizes the President to enter upon considerable undertakings for development of transportation upon inland and coast-wise waterways. From the general fund for



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When the best of parlor cars are running exactly on schedule time from Paris up to within a few miles behind the French front—when the wheels of business all over England and back of the lines in France are humming, with perfect organization apparent throughout—when all these evidences of industry operating on an efficiency basis are observed, there must be something behind it all of interest to American business men who are just beginning to operate industry on a war basis.

Milburn found that one of the big facts of this efficiency was the adoption of the so-called "business tools."

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\$500,000,000 provided for the expenses of railway control he may make expenditures for the utilization and operation of canals, construction and operation of boats, barges, and tugs, and for the creation of any agency that may be necessary to carry on these enterprises.

Water Powers

THE attitude the government takes regarding development of the water powers over which it has any control, either as the proprietor or public lands in western states or as the regulating authority dealing with navigable rivers, east and west, has been debated for ten years or more. In the last Congress both House and Senate set out their ideas, but with such differences that they could not agree and legislation once more failed.

Thereupon, the President requested the Secretaries of War, Interior, and Agriculture, whose departments have various duties with respect to water powers, to endeavor to draft a bill which would be generally acceptable.

The results of the efforts of these Cabinet members were made public on January 10. To consider this kind of legislation, a special committee of the House of Representatives was then formed. At present a subcommittee has the draft in hand, but will scarcely make its report until some of the other legislation already well advanced, such as the railroad bill, has been debated.

Other Measures

SINCE January 11 the Webb-Pomerene bill, allowing cooperation in export trade, has been in the hands of conferees, but during the following weeks the conferees were prevented from meeting, by their interest in other matters. While this bill is waiting for its

final attention, British manufacturers of competing sorts of merchandise are being encouraged by their government to enter into cooperative associations for the advancement of their export trade, and the government is even paying part of the expenses.

Legislation for daylight saving, which has already passed the Senate, may have early attention in the House. It is supported by many officials in charge of emergency activities of the government. The Senate has proposed that daylight saving be used through five months,—from the last Sunday in April to the last Sunday in September. The House Committee recommends a period of seven months,—from the last Sunday in March to the last Sunday in October.

Housing of workers at shipyards is being made possible through an appropriation of \$50,000,000. Housing of these workers, in other words, has become as large an enterprise as the original undertaking of the Shipping Board itself; when it was created in September, 1916, it received but \$50,000,000 for all its purposes. But housing of shipyard workers may not be sufficient. Another appropriation of \$50,000,000 is possible for housing workmen near industrial plants other than shipyards which are working for the government.

Protection of the civil right of men who are in the armed forces of the country is attempted in a bill which will soon become law. This measure was outlined in THE NATION'S BUSINESS for November, at page 50.

A New Tonic for Weary Soils

(Continued from page 29)

required to remove the last vestige of moisture from the peat, after which it is ground and screened to 36 mesh. A cubic yard of the raw material weighs approximately 1000 pounds, while a cubic foot of the finished product weighs about 28 pounds. After being ground it is in the form of a dark-brown powder, without odor and so clean that it may be handled without causing the slightest smut or stain.

In addition to its value as a fertilizer it has been found that the peat in this form also possesses considerable merit when used as an ingredient in the composition of feed mixtures for cattle, particularly in the case of molasses mixed feeds, such as barley, wheat bran, screenings, ground corn and oats. Besides possessing nutritive qualities of its own, the peat, being a good absorbent, prevents the other materials from becoming sticky as would be the case if no peat were used. The peat acts on the rough acid in the molasses, so that cattle when on full feed do not scour so readily. Experiments made with such a mixed food show that cattle fed on it have better appetites and take on fat more rapidly, because, being in better condition, they eat more feed than they otherwise would.

A White List of Business Books

(Continued from page 34)

department can compile its mailing lists. Alphabetical list of 60,000 principal manufacturers in U. S. Capital ratings are given.

Directory of Mailing Lists Obtainable in Book or Pamphlet Form, W. S. Thompson, 1917, \$2.50, Putnam. When you want a directory or mailing list of manufacturers of glassware, paper, textiles; of advertising men, insurance companies, or other groups of business people, find it indexed in this book, with name of publisher and price if for sale.

Official Guide of Railways and Steam Navigation



WCK are specialists in the design and construction of concrete work. WCK are also electrical and mechanical engineers, experienced in designing, constructing and equipping railroad shops and terminals, power plants and industrial plants of every kind. Thus WCK can offer in one organization all the services involved in any building enterprise—plus expert knowledge of reinforced concrete.

WESTINGHOUSE CHURCH KERR & CO., Inc.

Engineers and Constructors
Montreal
Stratford Building

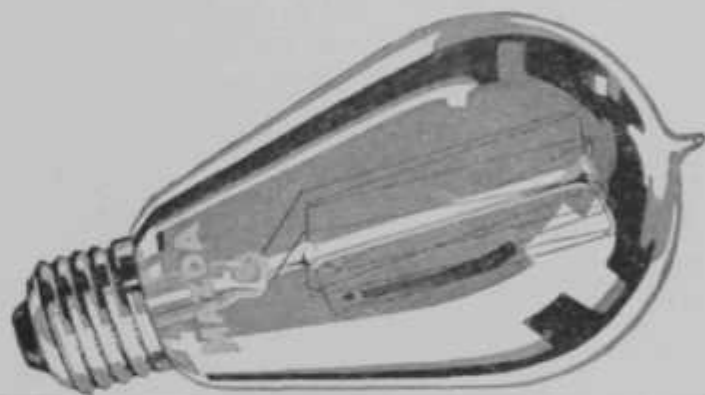
Washington
Wilkins Building

37 Wall Street, New York
Chicago
Conway Building

San Francisco
Southern Pacific Building

Above is the new
reinforced concrete
plant of Chert, Pa.
body & Co., Troy,
N. Y., designed and
constructed by
WCK—a repeat
order, as was 60%
of our 1917 work.

Scientific study coupled with practical manufacturing methods—this is the basis of the MAZDA Service that helps lamp-makers produce better lamps.



MAZDA

"Not the name of a thing, but the mark of a service"

The Meaning of MAZDA

MAZDA is the trademark of a world-wide service to certain lamp manufacturers. Its purpose is to collect and select scientific and practical information concerning progress and developments in the art of incandescent lamp manufacturing and to distribute this information to the companies entitled to receive this Service. MAZDA Service

is centered in the Research Laboratories of the General Electric Company at Schenectady. The mark MAZDA can appear only on lamps which meet the standards of MAZDA Service. It is thus an assurance of quality. This trademark is the property of the General Electric Company.



RESEARCH LABORATORIES OF GENERAL ELECTRIC COMPANY



tion Lines of U. S., Canada, Mexico and Cuba; also, time tables of Railroads in Central America. Monthly, Nat. Railway Pub. Co., N. Y., \$1. Annual subscription \$8. Time-tables, many maps, and indexes of stations for each railroad, and a general index of all stations showing on what road any given place is located.

For firms in or near N. Y. City more information is contained in *Bullinger's Monitor Guide*, 438 Broadway, N. Y. C., as changes in time tables are obtained through weekly supplements. *The Post Office Express and Freight*

Guide is included in the annual subscription of \$7.

Laws of Business for all the States and Territories, T. Parsons, 1915, S. S. Scranton Co., Hartford, Conn., \$4. An authoritative book, revised every few years, which puts one in possession of such legal knowledge as is ordinarily necessary in the conduct of business. Abstracts of the laws of several states are given where there is great divergence.

Statistical Abstract of the U. S., annual, U. S. Bureau of Foreign and Domestic Commerce, Washington, D. C., 50 cents. Figures

for population, agriculture, manufacturing, labor, transportation, exports and imports, consumption and prices, and a vast mass of other information about our country.

Local Business Reference Books

The business office frequently needs information about its own city and nearby places. It will be found principally in the following books.

The City Directory, with its classified business section and the supplementary information about the city, is important. *A City Map*,—if possible one with a street index, and showing wards and election districts,—will save a great deal of time if made accessible to all employees of the office. This may be mounted and put upon the wall.

The City Manual, which gives the names of local officials, the city departments and institutions, and the statistics of the city.

The Co-partnership and Corporation Directory, is in frequent use because it gives officers of all corporations and partners of companies, with amount of capital and character of business. These directories are published only for the largest cities.

The Year Book of the local Board of Trade or Chamber of Commerce gives information about business conditions, traffic and real estate development.

The State Manual gives statistical and official information about state and county officials, and the work of different state departments.

The State Industrial Directory, if published by the Department of State or Department of Labor, will be frequently used, as it generally gives industrial information about the cities of the state, principal manufacturing plants in each city with the number of employees and the amount of production.

Sentries For Our Sea Gates

(Continued from page 11)

custom houses which are now situated at those points. It will be seen at a glance that to organize and equip such a system of agencies to handle licensed import commodities would require perhaps ten or twelve thousand men; and it would be quite impossible to assemble and train an organization of that sort to be efficient and effective within the time allotted to us for that purpose.

Therefore, after considering every possible means of dealing with the problem, the War Trade Board finally decided that the most effective, the most economical, and by far the most satisfactory way of solving the problem was to turn over to the business men themselves these various operations incident to the bringing into this country the commodities specified in the President's proclamation of November 28.

A CALCULATION was made as to the probable cost of administering a governmental system of handling this problem, and the figures ran from five million to fifteen million dollars; whereas the work will be accomplished in a very much more effective and thorough manner by these agencies already in existence possessing the necessary machinery for the fulfillment of the plan, and it will cost the Government nothing.

We have heard some criticism as to the advisability of availing ourselves of the services of Trade Committees, in that some embarrassment had resulted therefrom, here in Washington, during the early stages of the war. However, I do not believe that those who were not in favor of the plan which was finally adopted gave due consideration to the fact that the committees which will serve the Government with respect to imports have no



In The Nation's Service

America is sending its best men to fight for freedom and in their honor the whole land is dotted with service flags carrying the stars of sacrifice.

It is a far cry from the crowded city streets above which floats our service flag to the telephone exchange hidden in the front-line trenches. But the actuating spirit of service here and abroad remains unchanged.

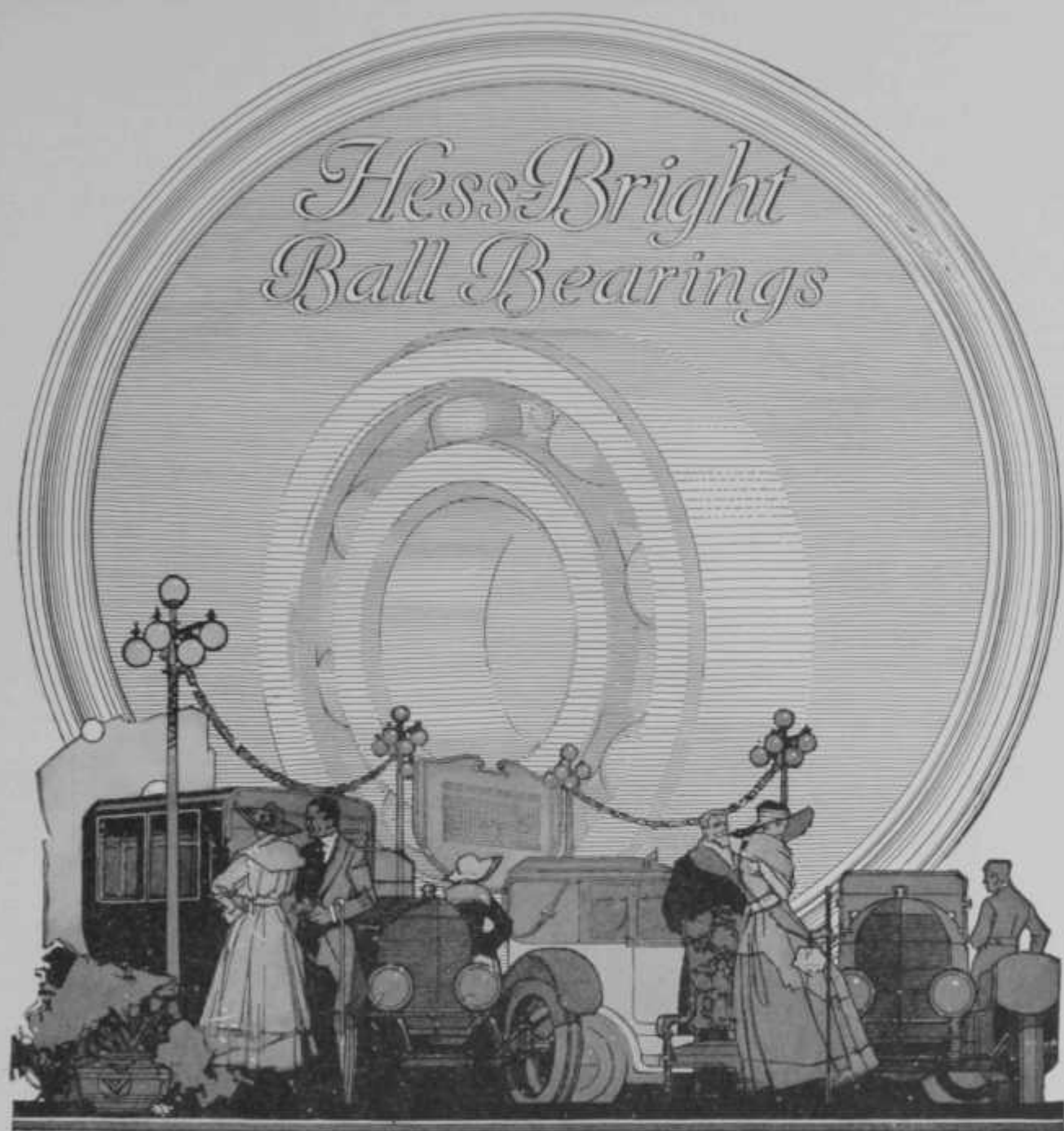
The Stars and Stripes is the emblem which unites us

in war for human liberty and national honor. The service flag is the emblem which unites us in mutual sympathy for the men who give themselves and for those who give their men.

These flags should inspire all citizens to greater endeavor and greater sacrifice. As one of the agencies of preparation and military support, the Bell System is honored by the opportunity to do its share.



AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES
One Policy One System Universal Service



When you look at the better cars—

NOT every machine is Hess-Bright equipped—not every car has so much quality built into its power plant. But those that have are the very cars that you would mention as among the finest in America.

As you build up to your idea of a motor car you come closer to the Hess-Bright-equipped car. A good thing to remember when you are looking around for next year's motor.

THE HESS-BRIGHT MANUFACTURING CO.

Where Performance takes Preference over Price

power whatever except mechanical power. They are not endowed with the prerogative of letting contracts, purchasing supplies, or in any way committing the Government to the expenditure of moneys. They simply act for the Government as consignees, and at their own expense, with one exception. There is a committee covering one commodity which charges its clients one-fourth of one per cent. At the end of the year they declare a dividend paying back to those who have paid for service the difference between the actual expense on his account and the amount paid in by the member. With this exception the work is performed gratis, and thus far has been performed in a very satisfactory and effective manner.

I SHOULD like to repeat that it is the purpose of the War Trade Board to encourage the manufacturing, mercantile and business com-

munity, to facilitate and not to obstruct, and so to direct its efforts that this country can assemble and consolidate or put into a state of flux its matchless and magnificent resources of money and commodities. If that can be done—in a way which will enable us to centralize and make them wieldy, we can hurl at the enemy a power which will be irresistible. In no other way can we win this war and secure a victory for Democracy, for America and for the Allies.

War and Official Acts Dominate Business

(Continued from page 17)

seed is largely one of the most effective of all agricultural propaganda.

The truck garden acreage of spring and early

summer vegetables shows general increase in Texas and California, but an appreciable decrease in Florida. The unusual cold weather prevailing in the South during the past two months appears to have done little permanent damage to the growing crops. There have been general rains and snows in California and in the dry districts of the Northwest, thus insuring the spring crops in California, and being of greatest benefit to the growing winter wheat in the Northwest.

Most important of all is the story of winter wheat, because the results of the coming harvest will be of world-wide importance. It is too early in the season to express any intelligent opinion as to probable yield, and any estimates in that regard are mere conjecture, for there still remains to be encountered the vicissitudes of weather through several months and the possibilities of damage from insect enemies. There is the somewhat cheering fact that there is an increase of about 75 per cent in acreage over last year, but the condition after all is the real matter at issue, since great yields of agricultural products come from high production per acre rather than from large acreages.

The present condition is largely conjectural, as the greater portion of the winter wheat as this writing is buried under a blanket of protecting snow, which not only furnishes needed moisture, but likewise shields the growing plant from the severe cold. The natural assumption, borne out by experience, is that under such conditions the growing wheat is doing well. From portions of Kansas and Oklahoma, however, come stories of bare fields, lacking moisture and exposed to the bitter cold. No certain pronouncement, therefore, can be made as to the general condition until the snow melts and the results of winter weather become apparent.

Cattle on the great grazing ranges of the West and Northwest suffered severely from the blizzards of the last two months, and in Eastern New Mexico and West Texas from the still prevailing and apparently relentless drought. The sharp divisions in the map of Texas show the potent influence of climatic conditions upon business activities. Where there was rain there is business, and much of it. Where moisture was not, there is the desolation of the desert, and silence and grim resolution waiting for life giving showers.

Explaining the Cause

AN interesting phase of the situation will be noted as to the difference in business conditions in the cities and in some states. In Texas, for instance, business is good in San Antonio because of government and cantonment demands for goods, while poor in the neighboring districts due to prolonged drought. Likewise in some portions—Western New York and Northern Pennsylvania—there were partial crop failures in the agricultural sections, while manufacturing activities make for good business in some of the cities.

In Hamlet there is a story of misfortunes treading upon each other's heels, so fast they follow, and that is the tale of the things which have happened to the business world in the past thirty days. A pitiless winter, cold waves succeeding each other in monotonous and unending succession, and with snows that nearly put the railroads out of business, led up to the necessity of radical action to cut the Gordian knot of unprecedented and appalling freight congestion. The temporary enforced shut downs of much manufacturing industry—accompanied by constant freight embargoes, and endless delays in transportation, accentuated an already serious shortage, especially in finished materials, and made the getting and

THIS issue of The Nation's Business is being read by the officers and directors of thousands of the country's busiest corporations.

They will buy hundreds of millions of dollars worth of office supplies, raw materials, mechanical equipment, motor trucks, passenger cars and accessories, during the next six months.

To reach this market effectively, except through these columns, means the use of many mediums at many times the cost.

We'll prove it if you are interested.

THE NATION'S BUSINESS

SERVE AND VICTORY ENSUES

In war work, there are so many opportunities to help that practically all the country is a stage and the young, middle aged and old must play their part.

Forget the luxuries, extravagances and wastefulness of the past. Save, be thrifty and willingly sacrifice for the future.

By paying cash for necessities and receiving *U.S.* Green Stamps as their discount, millions of housewives save a part of their housekeeping allowance. The money so saved aids in the purchase of Liberty Bonds, War Savings Stamps, Thrift Stamps, Red Cross Memberships, or in supporting any war time movement.

The wisdom of economy has long been understood by *U.S.* Green Stamp collectors. For them to practice thrift is easy. To continue a habit is always easy.

The dominant thought of the day is thrift in the home. It has always been the keynote of the popularity of *U.S.* Stamps.

The Sperry & Hutchinson Co.
2 West 45th St. New York City

shipping of goods a thing of shreds and patches as regards filling of orders.

Through all this welter of confusion and trouble the business world kept its course unafraid with a courage and cheerfulness that made Mark Tapley appear like a misogynist. Even though the volume in domestic business in actual tonnage, if not in dollars and cents, has been reduced for the time being. The weather from now on will be a potent factor in every phase of industrial and agricultural life. For upon the weather largely hangs the outcome and solution of the congestion in freight, the preparation in planting for the coming harvest, and the condition of the country roads and the consequent measure of the ability of the farmers to come to town to trade.

Fortunately good highways and automobiles have greatly altered the conditions of the past, when impassable roads of apparently bottomless mud, marooned the farmers on their farms during the weeks of late winter and early spring. There is naturally a good deal of interest and concern in every community and every section as to the amount of business it is doing, compared with that not only of the past few months but for the similar period of last year. The real measure of such comparison is that of tonnage and not of dollars and cents, because the latter figures rest largely upon the highly inflated and abnormal prices of war times.

The Tradition of Bank Clearings

ONE thoroughly unreliable measure of comparison, that of bank clearings, is being shorn of that sanctity which once enshrouded it and is being clearly recognized as at best merely a half truth, and consequently utterly unreliable and misleading. It is one of the peculiarities and weaknesses of some financial traditions that they derive their supposed value from age and custom, until some doubting Thomas makes impartial investigation and does some original thinking, and the ensuing result is to stick a pin in these inflated inheritances. That is what is happening to Bank Clearings as a reliable index of commercial activities and conditions. The facts are that they fail to register a great many real business happenings, and on the other hand make record of many mere paper transactions. Statistics indicate that less than forty per cent of checks issued in any one city pass through the clearing house of that city. The size and amount of the clearings depend largely upon the number of banks in a city, rather than upon the actual volume of commercial transactions. This is why some cities with large clearings delude themselves that they are really doing much more actual business than some larger cities with smaller clearings.

One specific instance among many tells the story. In a Pacific Coast City three banks consolidated. Clearings immediately decreased 10 per cent, while actual bank transactions increased fifteen per cent. What is really needed in this connection is the total amount of bank transactions.

A curious phase of business activity, that of the continued demand for many things of mere appearance and ornamentation, finds a significant economic and social explanation. The old buyers of these things have fallen away because they are largely devoting their funds to war and charitable purposes. But new agricultural and industrial classes, with much suddenly acquired wealth, have taken their places, and are gratifying the ambition of their lives by "blowing in" their money on rare and beautiful things.

The effects of war and official acts continue to be the dominating factors in all commercial

—cut your sales cost by the "Nordhem way" of using posters:

This coupon brings the information you need about the least expensive way to cover completely any locality in America with the facts about your product.

You may have had superficial facts presented to you about Poster advertising, but there are so many things about this business that have been found of profitable value to the biggest advertisers in America, which you can assuredly cash in on, that we know you will find it profitable to read THE NORDHEM POSTER, a little monthly book posting you on posting and how to link it effectively to your merchandising plans.

—the NORDHEM Poster

Just use this coupon, tell your assistant or your secretary to fill it in and mail it to-day, and get the facts that will aid in increasing your distribution in any weak spot that exists in your merchandising connections.

—facts that will create active co-operation among retail dealers in any locality—facts that will help increase your volume of sales at lower cost per dealer than you can by any other means or medium. If you prefer to have more specific information than our book will give, we will gladly have a representative from one of our offices near you call and obtain data from which we will build a practical merchandising plan for you—any plan that we prepare can be tested in any locality that you select in a way that will prove to you conclusively the true value of Poster advertising to your business.

Sign and Mail This—For Facts—Now
N
Date
1918

—yes I'd like to know how
your Service and Posters can
build bigger volume sales—
get local dealers' active co-
operation—sell more per
dollar cost than any medium
we use. (no obligation on my part)
(as implied in signing this)

Sign: _____

Firm: _____

Product: _____

Address: _____

IVAN B. NORDHEM CO.

Poster Advertising in the
United States and Canada

5 West 40th Street - New York City

Office in: Pittsburgh, Cleveland, Buffalo,
Kansas City, Minneapolis, Atlanta

For Three Decades We Have Sold



under the unqualified guarantee that BEST Metal will stand more speed and wear than any other Babbitt or Anti-Friction Metal and if unsatisfactory to you in any way we will refund the price you paid for it.

Marks Lissberger & Son, Inc.

Long Island City, N. Y.

life. Labor still is scarce, and gets scarcer, and the average of efficiency continues distressingly slow. It takes a long time to get goods from manufacturers and the consequent shipments drag their slow length along in apparently endless transit. There is much initial honest difference of opinion about the unexpected things which constantly happen, some of them apparently ordained by relentless fate, others emanating in official life. But the consensus of opinion soon centers around a common purpose of resolve to make the best of the situation by cheerful and willing cooperation for the general welfare.

Tiffin Goes to War

(Continued from page 21)

was that in Tiffin, alone, 52 1/2 acres of vacant property were put under cultivation.

Any family signing up an agreement to cultivate one of these gardens was protected in the initial expense; and the only outlay asked was a fee of from 50 cents to a dollar a plot. The fee covered the rental of the land, the plowing and initial cultivation, such as harrowing and dragging, and the free use of community garden tools. Best of all, it provided for the supervision of each tract of land by a professional gardener. Notwithstanding the fee, the work financed itself. One man raised on a section 80 x 100 feet, vegetables worth more than \$85 at the wholesale market price.

The campaign was beneficial also in that it gave a stimulus to the war gardening idea over the entire country; for hundreds of gardens were cultivated in addition to those handled directly by the organization. This one campaign practically took the population of

Seneca County off the market for the entire year's supply of vegetables.

The Chairman of the Agricultural Committee next organized his Boys' and Girls' Club Campaign. He employed five of his school men to organize these clubs. This campaign resulted in the largest acreage cultivated by boys and girls under club jurisdiction of any county in the state. To stimulate interest in this work, the Chamber of Commerce gave a county prize of a trip to Washington, and organized a "Trip to Washington Fund" in each township of the county, making sixteen trips in all.

Simultaneous with these three campaigns, all of which were organized and put under the supervision of people especially employed for that purpose, the Chamber of Commerce also took up the work of organizing the Red Cross operations in the county. In the district covered by the Tiffin Chapter of the Red Cross, having a population of about 28,000, twenty-eight per cent of the total population was enrolled as members of the Red Cross.

Tackling the Big Job

THE chamber next tackled the job of recruiting the National Guard Company to war strength. When this campaign started, Company I of the Eighth Regiment, Ohio National Guard, had sixty-eight men enrolled, all of whom had seen service on the Mexican Border. Five of these men were disqualified for physical disability, leaving sixty-three men. The war strength of the National Guard Company at that time was 158 men. A determined two weeks' drive sufficed to fill the Company's roster. Fifteen additional men were transferred to another Company, and 112 men enlisted from the county in other branches of the Army, Navy and Aviation Service.

But the recruiting campaign, combined with the fact that the new draft law would take from Seneca County for the Army 150 men, brought the organization face to face with the fact that there was going to be a shortage of labor in the county to man the farms and factories. The Chamber of Commerce immediately began recruiting the labor supply of the county. This it did by putting out two men in automobiles to canvass most of the small country towns within a radius of about 100 miles, and to pick up men above the draft age and men with families. This effort secured 147 men for positions in factories. In a large measure, it kept the man power of the county normal, and enabled the manufacturers to keep production at the maximum.

The organization was next engaged in raising the Red Cross War Fund, with an assigned quota of \$22,000, almost \$1 per capita for the territory covered. A five campaign secured \$26,500. In the second Liberty Loan, with an assigned quota of \$1,035,000, a two weeks' campaign over-subscribed the quota by more than \$250,000.

ALL of these campaigns were organized and carried out under the direct supervision of the Chamber of Commerce, and managed by the Secretary of this organization.

At this stage, or after five months' operation from the time war was declared, the Chamber of Commerce made a careful analysis of the work that had been done and took an inventory of results, and came to the conclusion that ordinary methods, such as had been used, were inadequate to handle the increasing problems.

It was discovered, for instance, that there was a great waste of energy and enthusiasm in conducting a separate campaign for each

THE WARRING WORLD WANTS OIL

"He who adds a single barrel to the world's daily production strengthens the arm of Democracy against the Powers of Vandalism and Oppression."



We MAKE the machines that DRILL the wells
that PRODUCE the oil that the WORLD needs

OIL WELL SUPPLY CO.

Main Offices—PITTSBURGH, U. S. A.

New York Los Angeles San Francisco Tampico London

particular demand. It was also evident that the demands for the future would be much greater than those of the past, with the organization of the Food and Fuel control, succeeding campaigns for Red Cross, Y. M. C. A. War Camp Recreational Funds, Liberty Bonds, War Savings and Thrift Stamps, etc.

It had become clear, moreover, that the continual recurrence of such campaigns was dulling public enthusiasm; and that the burden was falling, with increasing weight, on a diminishing section of the community. Furthermore, the multiplicity of projects was confusing, even to the willing worker; and worthy objects were likely to suffer through conflict with objects that would not bear investigation.

Finally, there was no question that the people, as a whole, had not yet given equally and that they had not yet entered heartily into the big work before them; and that a large part of the community was being skipped under the lax methods of conducting such campaigns. In other words, it was clear that the continual methods so far followed would not bring the kind of results required for whipping Germany.

A conference of all the leading workers in the entire county was therefore called, and the Chamber of Commerce proceeded to organize the county on a war footing. The result was an organization which is much bigger than the Chamber of Commerce, and bigger than any other separate unit of organization in the county. It is made up of every group and every interest, and it functions in every problem and programme in which the welfare of the county is at stake during the war period.

How the Organization Works

THIS war organization has assumed entire charge and responsibility for all war drives. A skeleton of the Seneca County War Service League follows:

OFFICIAL DIVISION—One president, two vice-presidents, one general secretary-treasurer.

BOARD OF CONTROL—Fifteen representative men in the city of Tiffin, and fifteen from the county outside of the city, one from each township, respectively.

FINANCIAL DIVISION—A representative from each bank in the county. The staff has charge of ratings, assessments and collections.

CAMPAIGN DIVISION—One director of campaigns; the Secretary of the Chamber of Commerce; five assistants, including the chairman of the Financial Division; the chairman of the Publicity Division; and a representative of the Red Cross, Y. M. C. A., Knights of Columbus, etc. This Division has general charge of all campaigns.

PUBLICITY DIVISION—The Chairman, who, in our case, is the principal of the High School in the city of Tiffin; a representative of each newspaper in the county; the County Superintendent of Schools; the County Postmaster; and the Scout Master constitute this Division. This Division has charge of all publicity of all kinds, including arranging for public meetings, procuring of speakers and the maintaining of a squad of 4-Minute Men in the county.

PRICING DIVISION—This division consists of four business men of the highest type in the county, whose business it is to buy all printing, place all advertising,—in fact, to buy everything that is to be bought in connection with the work.

SOLICITING DIVISION—There are sixteen sections of this division, one for the city of Tiffin and one each for the fifteen townships in the county.

In the city are twelve companies, each under the direction of a captain and a lieutenant. These companies have charge of a specific territory for which they are responsible.

In the county each township is divided accord-

ing to school districts and is under the direction of a captain and a lieutenant.

The Soliciting Division is the group that makes the solicitations, secures subscriptions, sells Liberty Bonds, conducts educational campaigns, investigates disloyalty on the part of any resident of the county,—in short, sees to it that the county, as a whole, is backing the Government in every way necessary.

ONE instance will serve to illustrate the value of real organization. One afternoon about three o'clock, the Secretary of the Chamber of Commerce, who is also Chairman of the Fuel Administration Committee, was notified by the State Fuel Administrator that 1500 cars of coal belonging to what was known

as the "Lake Coal Pool" were to be distributed throughout the State for domestic consumption.

By using this organization, the Secretary was enabled to get the requisition of each coal dealer in the county, to finance the deal, and to have an official distributor in each locality in the county in less than two hours' time. This enabled him to get his requisitions in the office of the State Fuel Administrator in less than two and one-half hours from the time the "Lake Coal Pool" was released for distribution.

The Soliciting Division makes surveys and investigates the food situation, food conservation as well as administration; in fact, it repre-

Included in the next and often, day to day, in ways of moving had his fellow men, pointing success in his power to make improved conditions, provide the better life.

America's it is no wonder to his country's call, bringing his almost weapon, the true power of power and soul to move the highest good, and bring his glory that, through him, his country's name.



Vacant Chairs Mean Additional Work for Executives

The "Y and E" System Service (given without charge) is a factor in successful business management

BUSINESS conditions being what they are, you must expect to make certain readjustments before long. To help in this process and without accepting fees, we maintain a representative in every territorial district, engaged upon *System Service*.

If you wish to accomplish more work with what help you have, or to get along without filling the "vacant chairs," or to get a closer grasp of affairs in your business through new, perfected systems—tell the matter over with our representative and see if he—trained as he is in the most modern office methods and backed by the best and widest technical resources in the country—cannot help you to a solution. Two heads—two directions of experience—are better than one.

Our men know how to simplify methods that have become complex; how to work up useful records about your business; how to compile records, eliminating the non-essentials; how to put records into the most



convenient form to handle, how to establish accuracy; and they can give you first-hand information about new devices that can save time and work in your office. This knowledge, with your own, assumes best possible results in handling many of the war-time problems.

Our Service dates back for a period of over twelve years, and is being used by such well-known concerns as: Western Union Tel. Co., Edison Storage Battery Co., Standard Oil, Southern Pacific Railway Co., Western Electric Co., Westinghouse Electric and Mfg. Co., Pierce Arrow Motor Co.,

Remington Arms U. M. Co., Victor Talking Machine Co., Pan American Union, International V. M. C. A., Mutual Fire Insurance Co., Pittsburgh Steel Co., and National Bleach Co. (branches U. S. Government, American Red Cross, etc.).

Attach this coupon to your letterhead and mail to the "Y and E" store in your city or to headquarters at Rochester.

YAWMAN AND FRBE MFG. CO.

328 St. Paul St., Rochester, N. Y.
Makers of "Y and E" Filing Devices and Office Systems

Branch Offices: Boston, Springfield, Mass.; New York, Albany, Newark, Philadelphia, Washington, Baltimore, Buffalo, Cleveland, Chicago, Kansas City, San Francisco, St. Louis, Los Angeles, Lyons and Jacksonville (more than 100 cities). In Canada, The Office Furniture Mfg. Co., Ltd., Vancouver, B.C.

"Y and E" Rochester, N. Y.

Please send small desk calendar with above design to center of crumpled mail to post.

Without charge or obligation, send information about the items checked:
 "File Wall" Steel Cabinets; Super Wood Filing Cabinets; Machine Accounting Equipment; Blueprint Filing; (Data); Transfer Cases; Index Tables; Filing Systems; Steel Shelving Systems; Efficiency Desk; Stamping Pads and Supplies; Card Records; System Service. Write name and address in the margin, which will be returned and mail.

Sending Money Over There



It's not safe to send money through the mails. A personal check means the payment of a commission for cashing it, and a guarantee is usually required as to its being good.

Wells Fargo Money Orders are guaranteed against loss. They are easily cashed both here and abroad—at our Paris office and the offices of the Societe Generale with 1100 branches in France. Similar arrangements have been made at our London and Liverpool offices as well as at the various branches of the Union of London and Smith's Bank in England.

Wells Fargo can serve
our boys in many ways.
Ask for leaflet giving details

Wells Fargo Money Orders

Protect Your Investments And They Will Protect You

OBTAIN your investment information from unbiased, reliable sources and assist your judgment with the opinion of specialists.

You need this cooperation to keep your funds properly invested—protected—and enable them to perform their function of protecting you.

Our Weekly Wall Street Letter condenses the Important Facts in convenient form and keeps you informed concerning the trend of the investment market.

Send for Wall Street Letter 34A

Sheldon, Dawson, Lyon & Company

Members N. Y. Stock Exchange

42 Broadway New York

sents the Federal Government in this particular field of war endeavor.

THE first matter to receive the attention of the War Service League, as the new organization was called, was to raise a War Chest in which pledges were taken guaranteeing sufficient funds to cover every demand that would be made during the period of the war. The War Chest idea has been adopted in so many communities that a description is unnecessary here. It is, however, pertinent to say that Seneca County will have no more drives or campaigns during the period of the war.

The Tiffin Chamber of Commerce will be glad to send descriptive booklets of the War Service Leagues with details of its plan of operation to anyone who is interested. Inquiries should be sent to O. A. Charles, Secretary of the Tiffin Chamber of Commerce, Tiffin, Ohio.

Some of the advantages of careful organization in carrying on a work of this kind, and some special advantages in the Chamber of Commerce directing the work, are as follows:

The experiences of Seneca County during the war period have proved that a central organization in control, with one man as the executive head, is the most efficient way to carry on this work. It saves time and effort; it centralizes authority and prevents the duplication of effort; it saves the time of individuals, who would be otherwise called upon to do this kind of work. Finally, it shortens campaigns. In most cases the work in Seneca County was done in one or two weeks, while in surrounding communities campaigns took two or three times as long.

As stated in the beginning, Seneca County was unprepared for the war. Its large percentage of German population, combined with the general indifference, made progress in any kind of war work.

These carefully organized and coordinated campaigns have been the biggest possible educational means for enlightening the people of the country, and for bringing them face to face with the problems of the Government. They have caused the people to take a more comprehensive view of the general problems, and have led them to organize to meet the requirements of the situation in a way that would enable Seneca County to meet all of its obligations to the government.

The War Service League, while organized primarily for assisting the Government in taking care of war demands, has been immensely beneficial in solving community problems. Farmers' Institutes have been organized and financed after Government and State aid were taken away.

The record Seneca County has made with its Red Cross, Y. M. C. A., Liberty Loan, War Savings and Thrift Stamps, Food and Fuel program, proves that having all public work coordinated under the direction of one central organization, directed by one man in charge, with full authority to go ahead, is the really effective way to mobilize any community to bring out its best patriotic thought and fullest cooperation with the government.

Into the Breach, the Motor Truck

(Continued from page 20)

applied to motor trucks, is not an exact science. One man reported that his costs were \$6.00 a ton-mile, and another one-quarter of a cent a ton-mile.

Perhaps the only satisfactory course for the prospective buyer to follow will be to employ a competent engineer to prepare estimates. It might be supposed that makers of trucks would be prepared to furnish exact

information, but, in the light of our investigation, it seems that the average manufacturer does not know, or will not tell, what it costs to operate one of his cars. Only one company submitted definite, complete and apparently reliable figures. Automobile men to whom I have talked frankly confessed that most of the companies have not taken up in a scientific way the ascertaining of operating costs. Perhaps that is the reason why the companies have often failed to interest business men in the subject of trucks.

Even an exact statement of costs as ascertained by a manufacturer or user would serve only as a basis of calculation by another man. One owner's experience cannot be duplicated in all respects by another owner. Each line of business creates to some extent its own conditions. Rates of wages are not the same. Some drivers handle cars with good judgment, others, as it were, with an axe. Load conditions vary. The number of times that a car stops and starts has a bearing on the cost of operation.

Our investigation, despite this uncertainty as to operating costs, has clearly established two things. They are the vital points involved in the use of motor trucks as a war measure. The public at this moment wants to know whether trucks can relieve the railroads and thus help us to keep from being whipped by the Germans, and that at a cost within our means. The answer is that trucks are relieving the railroads and that the cost is not prohibitive. They are doing it in a small way. There appears to be no reason why they should not do it in a big way, in a way to solve all of our land transportation problems.

Our Congressional Record

(Continued from page 26)

Smoothing the Red Man's Trail

MAKING a "gentleman and a scholar" of our red-skinned brother has its humorous side as well as its pathetic one. Mr. Miller of Minnesota, rises to remark concerning the backwardness of the Seminoles and touches, in passing, upon the dampness of Florida acres.

MR. MILLER, of Minnesota. Mr. Chairman, I think the State of Florida is to be congratulated in having done something for these five Seminole children. The American Congress has appropriated \$90,000 and has not yet had a child in school or a dress on a child's back.

MR. SEARS, of Florida. Oh, Mr. Chairman, the gentleman does not want to make an erroneous statement.

MR. MILLER, of Minnesota. I understand when a subcommittee of the Committee on Indian Affairs went down to see these Indians, runners were sent out through the Everglades; they went out in canoes into the bayous, among the crocodiles and alligators, and now and then did catch sight of an Indian, but before they could bring him in he had escaped into the fastnesses of the Everglades of Florida. Four or five, however, they found asleep, and those they captured and brought before the committee, led by a distinguished member of the tribe, who passes under the beautiful sobriquet of "Shirt Tail Charlie." He has acquired this distinction because he is the only member of the tribe who has ever yet had the satisfaction of wearing a shirt. Manifestly he is the object of our solicitude and concern, and fills us with great pride.

After 10 years and an expenditure of \$90,000 we have one shirt on the back of one Seminole Indian. This should fill us with great pride. Let us not be weary in well-doing; let us keep up the good work. In another 10 years we may have another Seminole with a shirt on his back, and 10 years later still another. Praise, my friends, and contemplate the result of our 30 years' effort in behalf of the Seminoles. Three of them

with shirts on their backs! At this rate of progress, just how much can we expect will be accomplished in the next hundred years? Oh, I think it is a matter that should concern us deeply, and upon which we should lavish our fondest thoughts and dreams, and a century from now it may be that we will see not only one man with a shirt on his back, but possibly a dozen children clothed and in school. Wonderful progress among the Seminoles! I am glad to see that we have spent \$1700 another year in going through the motion of aiding the Seminoles in Florida. A few years ago we expended \$2400 or \$2500 a year in going through the motions of aiding the Seminoles in Florida.

I do not want to cast any slight upon the good State of Florida. I think it is splendid that it has appropriated 100,000 acres of land. It would be still better if the State could have appropriated an additional amount to drain the water off the land so that the Indians could have a place to put their feet; but if any of these 100,000 acres is good land, it ought to take care of a few hundred Indians.

Mr. KNUTSON, of Minnesota. About how many gallons would these 100,000 acres make?

Mr. MILLER, of Minnesota. I do not know; but it is a pertinent subject of inquiry, and I am glad that the gentleman has put it into the Record. Very likely this gentleman who is drawing his salary as an employee will turn his distinguished attention to that subject as soon as he is no longer a chaplain in the Army. It is a great loss to these Seminoles, especially to "Shirt Tail Charlie," that their friend and benefactor has left them in the swamps of Florida and gone to war. It is a serious moment in his life and that of his colleagues and friends down there, and I really hope that we will try our best to alleviate their suffering and sorrow by not sending anybody else down there who will try any more of this work.

Mr. JURY, of Illinois. I want to ask the gentleman if when he gets over on page 27, where the State of Minnesota is concerned, he will speak with equal humor of the \$185,000 that Minnesota wants? If we can get, proportionately, as much humor out of that as we have now gotten out of \$10,000, we ought to get considerable. [Laughter.]

Mr. NORRIS, of North Dakota. I want to state to the committee that I believe from the observations I made in Florida last spring that the main reason why the Indian Bureau has not been able to do anything for the Indians in Florida is the same reason for the failure of the Indian Bureau in other sections of the country to do something beneficial for the Indians, and that is they have not had men in the employ of the Indian Bureau down there who had at heart the interest of the Indians and who really attempted to do something for them.

Since the House Committee was down there last spring the Legislative Assembly of Florida has given 100,000 acres of land to the Seminole Indians of Florida. This 100,000 acres that has been given to the Indians was part of the Indian land that was ceded by the Government to the State of Florida some years ago. It occurred to me that a real, live man who wanted to do something for the Indians could go down there and use a part of that 100,000-acre tract, or a part of the tract that the Government has down there already—something more than 20,000 acres—and really help these Indians to provide for themselves. But if, as in the past, the representatives of the Indian Bureau are going down to Florida to help these Indians by living at Miami or Palm Beach or Fort Lauderdale or St. Augustine, instead of going out among the Indians, we cannot expect anything else but the same condition that has existed down there for many years.

On Changing One's Mind

THERE is no good reason why our President should not change his mind, and when the question is one of woman suffrage, according to the gentleman from North Dakota, there is a particularly good reason why he should. A constant conflict between "rights" and "privileges" accorded woman, with dire results, is predicted by another Member, and to

offset the argument, Washington and Jefferson are brought into the debate.

Mr. LANGLEY, of Kentucky. What harm can it do the women who do not want to vote if we give the ballot to those who do want to vote? It might as well be contended that it is wrong to let some men vote because others never go to the polls. There has been a good deal of talk along these lines, but I have yet to hear a single sensible logical reason why a democracy should deny to any patriotic citizen, with intelligence enough to vote and the desire to vote, the right to do so. Some gentlemen have contended that the founders of our Republic opposed woman suffrage.

I am not prepared to concede that this is a correct statement of their position, but even if it is, I firmly believe that if they were living to-day and had the privilege of voting on this resolution, they would vote for it in view of the changed conditions that now exist. Surely, if Woodrow Wilson can change his mind overnight and get by with it, Washington and Jefferson ought to be pardoned if they were to change their minds in a hundred years.

Judging from some of the arguments that have been presented here and elsewhere against this resolution, I suspect that some gentlemen have a conception of woman's sphere that is on a par with that expressed by a certain southern bachelor poet of more or less local fame, who in a spirit of poetic fervor exclaimed:

Woman, woman, thou art divine!

Oh, that I had one I might call mine.

To soothe me in my worstest woes

And cook my dinner and wash my clothes.

Mr. CLARK, of Florida. Women as a class, while the intellectual equals of men, and frequently their superiors, are peculiarly fitted for those duties and responsibilities which pertain to the home and home life. To confer on woman the right of suffrage is to lower her from her proud estate, and, as for me, I shall never consent that she shall be taken from the high pedestal which, since the dawn of civilization, she has so fittingly occupied with the common consent of all mankind.

She cannot exercise the rights of a man and at the same time claim the privileges of a woman. The two are entirely incompatible, and she must relinquish the one or the other. If she relinquishes the privileges of a woman and secures the rights of a man, then, in my judgment, we shall soon see woman becoming more manly and man becoming more womanly. God forbid. It is said that "nature abhors a vacuum," and I want to say that about the nearest approach to a vacuum that I know anything about is a manly woman or a womanly man.

I was amused at my friend from Oklahoma, Mr. PICKENS, who wants us to stand with the President. God knows I want to stand with him. I am a Democrat, and I want to follow the leader of my party, and I am a pretty good lightning-change artist myself sometimes [laughter]; but God knows I cannot keep up with this performance. [Laughter.] Why, the President wrote a book away back yonder. He said:

"The suffrage in particular is a privilege which each state may grant upon terms of its own choosing, provided only that those terms be not inconsistent with a republican form of government."

He said again:

"All the powers of the General Government are plainly such as affect interests which it would be impossible to regulate harmoniously by any scheme of separate state action, and only such; all other powers whatever remain with the states."

Mr. NORRIS, of North Dakota. I do not believe that the President should be so severely arraigned and criticized as he has been to-day for having yesterday afternoon by means of his self-arranged newspaper publicity, gotten aboard the band wagon of national woman suffrage by amendment to the Federal Constitution, which, so evident to him at that time, was being carried on to certain victory by an overwhelming majority of Republican votes. He should not be so roundly condemned if he suddenly decided that he did not wish to be left far behind with the minority. He should not be censured because he may have a new idea once in a while.

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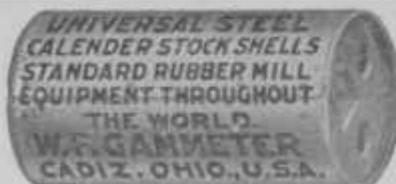
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Stettinius

(Concluded from page 13)

and established a classical school, among the French, Indians and Germans of Missouri.

The school at last became a university, with large buildings and a great library. Here it was that Edward R. Stettinius, as child and youth, learned to be obedient and diligent and to respect authority—strange lessons now being taught to thousands of young Americans in yellow shoes and khaki.

Only one Stettinius sketch has ever been printed under a license granted by the subject thereof. Its length is less than a hundred words. "He was actively engaged in business for nine years," it says. That was in St. Louis. Then he removed to Chicago. He was twenty-six years old. Wheat, rising and falling, up in the morning and down in the afternoon opened before him a road gay with images and full of song.

Whether he lost or won the world has never learned. His written history, which, so far, has been nothing but bones and few at that, really starts when he was secretary and treasurer of a small steam-boiler concern.

The panic of 1892 came on immediately and the secretary and treasurer met the crisis by adding bookkeeping and order-soliciting, and, perhaps, office-sweeping, to his tasks of the day and hour.

But panics do end and skies of gloom turn clear. The Sterling Boiler Company, for that was the name of the firm, Ohio C. Barber, president, sailed on and on after the rough gale from the north became a warm rephyr from the south, with Stettinius at the wheel as general manager.

There were years of creative and organizing toil, followed by growth and an excellent standing in trade, whereupon the Sterling Company was merged with the Babcock and Wilcox Company, one of the largest corporations of its type in the world. Mr. Stettinius was elected vice-president of the consolidated concern.

Bankers, meanwhile, had been observing him—Chicago bankers, and those of them in particular who were large owners of the Diamond Match Company. Eleven years ago, Mr. Stettinius, a master of metals and an expert in machinery, went into matches, and, being young and Mr. Barber, the founder of the business, being well on in years, was given the management of the company's seven factories, of its 160,000 acres of California timber land, of its northwestern logging road, of its chemical works, of its mills for the making of pasteboard and of its manufactories and business in Great Britain, Germany, Switzerland, South Africa, Peru, Chili, Brazil and the Philippine Islands.

At the end of three years he was chosen president of the corporation. And it was from this office that the house of Morgan took him when it sought a buyer for the British government.

The purchases made by Mr. Stettinius for the Allies totaled not far from four billion dollars. His work for other nations ceased when the United States entered the war against the Prussians.

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Business and the First Year of War

A Narrative History of a Significant Period for Commerce and Industry, Written by Its Leaders

PRIMARILY an index to *The Nation's Business*, yet its headings and sub-headings will give the reader of discernment a composite picture of the swift moving war drama of the stirring year of 1917, a year in which business emerged into a new order of things. Landmarks of thirty years were swept aside, many of them never to be set up again. What of novel practices and new relationships will remain is for 1918 to tell.

Each month during these days *The Nation's Business*, on the scene of action, clearly and faithfully reported in its pages these events and their momentous problems. The record is authoritative. It stands written in most part by the very men who were themselves the guiding powers of the events they chronicled. For the convenience of our readers these articles have been indexed by subjects in the pages following.

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1917

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"THE REASON OF OUR TO BE"

This is the *raison d'être* of The Nation's Business, its editorial confession of faith:

TO CREATE a national viewpoint for American business, breaking down provincialism and narrowness;

To stimulate at the same time community development;

To advocate foreign trade as a natural and necessary growth, making stable our domestic trade;

To emphasize the value of organization—of teamwork in business.

TO SERVE American business by furnishing:

A perspective of the world's commercial activities with their interpretation;

A clearing-house of the new ideas in organized business;

An intelligent report on current relations of government and business.

TO TEMPER all with a serene belief in the idealism of American business;

To find in all business the romance and the enthusiasm which each man finds in *his* business;

To be human—in the way that business is to business men.

In this faith we shall strive to express the sanity, the stability and integrity of American business.

THE EDITOR

